

FY2016 Choice Neighborhoods Annual Conference

Deep Dive Session- March 17, 2016
**Supporting Employment and Economic
Stability**

DEEP
an extensive analysis
of a subject or problem
DIVE



Supporting Employment and Economic Stability Deep Dive Session Objectives

- Explore evidence based models and promising practices
- Increase awareness of local, state, federal and other non-governmental funding
- Develop a “90-Day Blueprint Action Plan”
- Build a Proven Strategies Toolkit



HUD USER DEMOGRAPHICS

- Average Household Income
- Percent of Poverty
- Percent with Earned Income
- Racial/Ethnicity
- Working Age Data



Case Study:

New Orleans: Iberville Neighborhood



HUD Choice Neighborhoods Initiative: Supporting Employment & Family Economic Stability

March 17, 2016

About Urban Strategies



- **Engaging Residents**
- **Revitalizing Communities**
- **Empowering Possibility**

Urban Strategies, Inc.
30+ Years Experience Nationwide
Human Capital Planning in 10 Major Cities
Connected to Over 10,000 Units of Housing; More than 19,000 Families Supported
10 HOPE VI Communities; 8 Choice Neighborhoods
\$210 Million in Choice Implementation Grants
Over \$100M in Public and Private Resources Leveraged for Innovative Support Service Programs and Initiatives
Enhanced Schools
Elderly Services in Senior Living Communities



Urban's Workforce Model in New Orleans

Urban incorporates a comprehensive, multi-faceted workforce development approach that maximizes relationships and strategic partnerships built with residents, employers and community stakeholders to achieve economic stability for residents and their families.

Barrier
Removal
Supports

Foundational
Skills Training

Technical Skills
Training

Employer
Partner



Key to Success

Our ability to build relationships and strategic partnerships with **residents, employers** and **community stakeholders** ensures residents have the necessary resources and support to succeed along the continuum of service delivery.



Residents

Building relationships that create trust between the resident and the Case Manager is critical to identifying true barriers that are hindering success.

Familial Supports	Workforce Supports
Child Care	Foundational Skills Training
Mental Health Services	Technical Skills Training
Individual Development Plans	Resume and Interview Preparation
Housing Stability	Ongoing workforce services, check ins, follow up with the employee and employers regarding performance
Transportation	Pre and Post Placement Services



Employers

Urban has used the following strategies to build and manage relationships with employers that create investments in our residents to spur employment placement and pathway development:

- **Diversification:** We approach a diverse body of high growth sector employers to work with our residents to meet the evolving interests, skills and needs of our residents.
- **Deepening:** We develop strategic partnerships that focus on working *deeply* within multiple levels of the organization (HR, Management, etc.) to create strategic alliances that create a desire for the employer to *deeply* commit to the resident's long term success.

These strategies help to create win wins with employers by creating a highly prepared, trained workforce that are ready to be supported through pathway development and increasing employee retention.



Pathway Development - Construction

Strong partnerships with the General Contractor (GC) at the housing redevelopment site led to a strong referral system for on the job placement and training:

- While on the job employees have opportunities to pursue apprenticeship positions with subcontractors
- The partnership with the GC is also an opportunity to provide on the job training outside of apprenticeship trainings such as safety and operator certification in addition to soft skills training to provide residents with more marketable skills
- Possibly pathways have included:
 - Laborer – carpenter helper – carpenter
 - Directly enrolled in apprenticeship program
 - Laborer – additional certification (OSHA 30, operator license) when job is complete, the individual has certifications which would make them more marketable with looking for construction work



Employee Retention: Hospitality

- A recent study by Deloitte found that employee turnover in the hospitality can be as high as 31%, nearly double the average rate for other industries. The loss of an employee goes beyond the cost of training or orienting a new employee. 52% of the cost of replace staff is productivity loss experienced by existing employees and managers.
- Hiring individuals who are trained and receiving ongoing supports for positions historically plagued by turnover is a value added for hospitality employers
 - Partnering on retention and pathway development helps to impact the employer's bottom line



Final Thoughts

- Investments in relationship building with residents and employee partnerships is critical to ensure long-term economic stability.
- Diversified strategies that address both the needs of in-demand industries and needs of residents help create win wins.
- Career pathway development – entry level jobs are only one step in a long path to create opportunities for success for the resident, but also impact the employer's bottom line by decreasing costs associated with poor employee retention.

Case Study

San Francisco:

Alice Griffith

Neighborhood

San Francisco

Alice Griffith Structure & Approach

5 Professional Staff
including 1 Project Manager,
1 Education Liaison and
3 Case Managers

Urban
Strategies
People Lead

3 Resident Staff
including 2 Health Coordinators
and 1 Workforce Specialist

Project
Manager

Education Liaison

Case Manager *(3)

Peer Health
Coordinator (2)

Workforce
Outreach

*Case Management Ratio 1:70

San Francisco

Approach In Action

Case Management & Resident Staff Service Connection

Service Connection: is an individual or family-centered approach to assisting clients with accessing the services they want and need immediately at the point of contact.

- ❖ This includes linkage/referral to formal and informal services and supports
- ❖ Service connection support regardless of lease status (on-lease/off-lease)
- ❖ Over 3,000* service connections provided through the AG Opportunity Center (i.e. crisis intervention, housing advocacy, resume support, soft skills training, mental health counseling, tax-services, legal aid, job searching etc.)

- ❖ Most recent reports

2014 Monthly Average (Annual Total 1,043)	83
2015 Monthly Average (Total to date: 1,628)	136

San Francisco

Economic Development

- Diversify Employment Opportunities
- Financial Literacy & Banking
- On-Lease vs Off-Lease



Financial Literacy Training



Peer Led Focus Groups

San Francisco

Multiple Employment Opportunities

- High Growth Industries
- Diversity of Employment Opportunities
 - Construction/Union Membership
 - Retail
 - Medical
 - Hospitality



Strategies & Outcomes San Francisco

Multiple Employment Opportunities



Outcomes (2012 – 2015):

- **248** successful connections to employment (employment readiness, vocational, union memberships, interviews, etc.)
- **243** total job placements
 - ❖ 145 Youth (25 - Off-Lease)
 - ❖ 98 Adults (20- Off-Lease)
- **21** residents assisted with Union Membership and construction jobs placements (8 Off-Lease)

CNI Program Cost: \$11,373

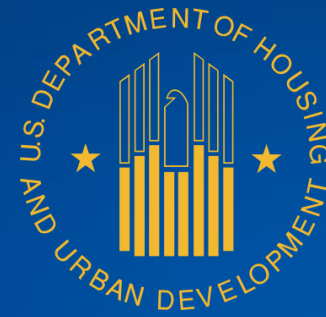
Local Leverage: \$161,234

Average cost per person served: \$710 (243)

San Francisco

Financial Literacy & Banking

- SF Smart Money Coaching
 - Sessions with Smart Money Coach to work towards achieving personal financial goals
- Banking
 - Establish bank account or pre-paid debit card (\$25)
- Direct Deposit
 - When possible, automatically transfer earnings (\$25)
- Automated Rent Payments
 - Rent will be electronically sent to property management each month so that rent is never late (\$25 per quarter)
- Bonuses- earn up to \$150 in performance bonuses



Section 3

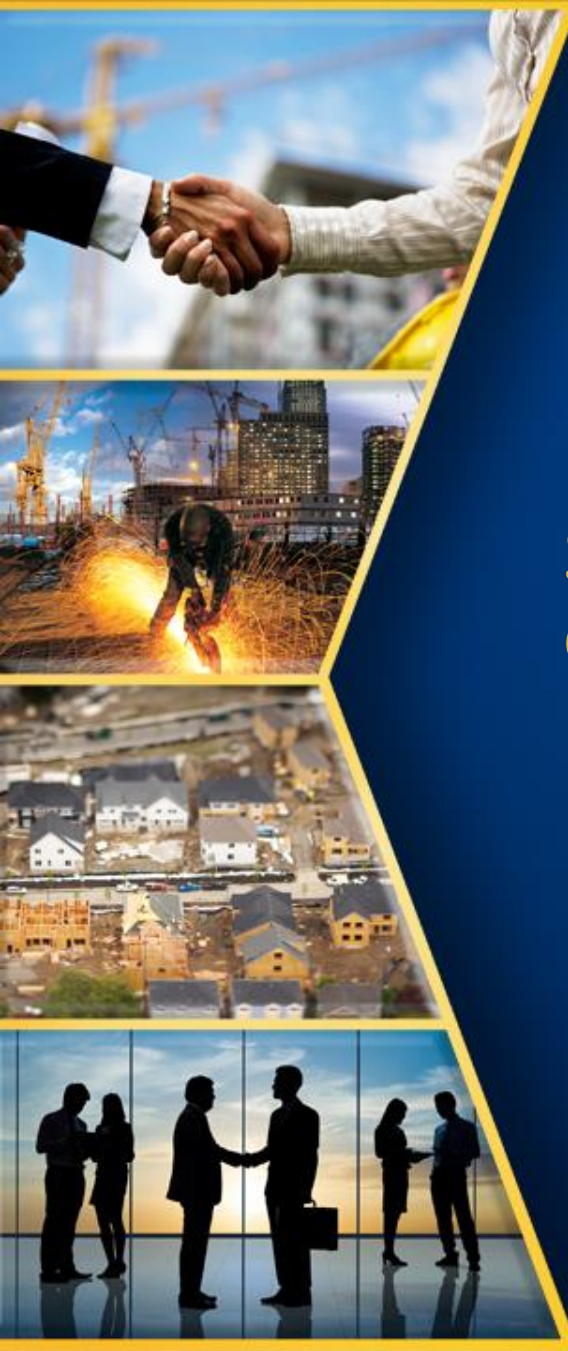
Choice Neighborhood Deep Dive

March 17, 2016

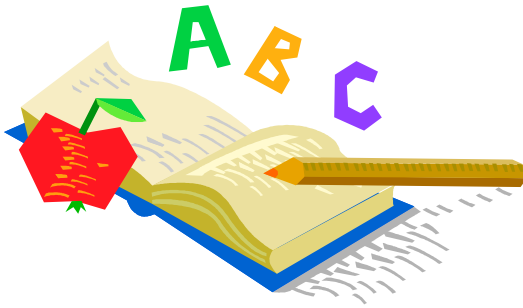
Rafiq Munir, Program Analyst

FHEO - Economic Opportunity Division

U. S. Department of Housing and Urban Development



The Basics



Purpose

To ensure that jobs, training and contracting generated by HUD funding shall be directed to low- and very low-income persons, particularly those who are recipients of government assistance for housing, and to businesses that substantially employ those persons. [§135.1](#)

Section 3 is **race and gender-neutral**

Connection to Choice Neighborhoods



Capital Fund Program

[24 CFR Part 905.10 \(k\)\(1\)](#): Eligible expenses: development of mixed-finance projects

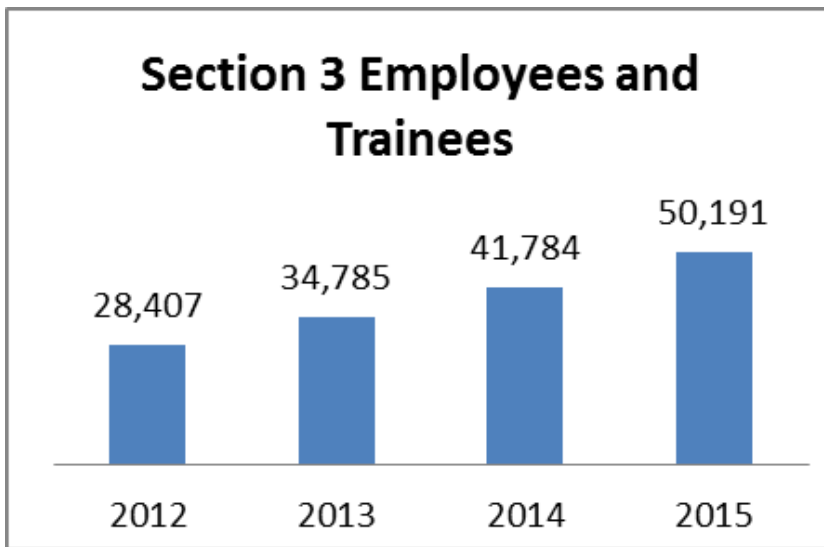
[Page 90, FY 2013 CN NOFA](#)

(4) Economic Opportunities for Low- and Very Low-Income Persons

(Section 3). Choice Neighborhoods grantees must comply with Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and its implementing regulations at 24 CFR part 135.

Section 3 Trends

2012 - 2015



\$4.7B

Section 3 Contracting

24,177

Section 3 Businesses
receiving contracts

Section 3 Performance Evaluation and Registry System (SPEARS)

Section 3 Form 60002 Agency Summary - Windows Internet Explorer

https://testportalapps.hud.gov/Form6002/Form9080/AgencySummary.action

File Edit View Favorites Tools Help

Section 3 Form 60002 Agency Summary

Instructions FAQs Contact Us OMB Approval No.2529-0043 (exp. 8/17/2015)

Section 3 Covered Funding

Agency Name: STATE OF TEXAS
 Address: 1100 WEST 49TH STREET, AUSTIN, TEXAS 78756
 Contact Information: Name: α, Phone Number: α, Fax Number: α, Email Address: α.

Agency Expenditure Summary: 2013
 Reporting Period
 2013
 (Oct 1, 2012 - Sep 30, 2013)

Program Code	Program Name	Total Draw-down Amount
All Programs	All Programs	\$160,596,159.11
HGE	EMERG SHELTER GRANTS	\$7,398,767.81
SOG	EMERGENCY SOLUTIONS GRANTS	\$3,122,038.22
HMC	HOME INVESTMENT CPD	\$58,868,966.08
PWF	HOPWA (FORMULA)	\$3,221,768.86
NS3	NEIGH STABIL PROG 3	\$3,440,139.74
NSF	NEIGHBORHOOD STABILIZATION PRG	\$14,803,119.92
DS1	STATE ADM SMALL CITY	\$69,759,437.79

Agency Submission Summary: 2013
 Nothing found to display.

[Previous](#) [Exit Form 60002](#) [Start Report](#)

U.S. Department of Housing and Urban Development 451 7th Street S.W., Washington, DC 20410 Telephone: (202) 708-1112 TTY: (202) 708-1455 HUD

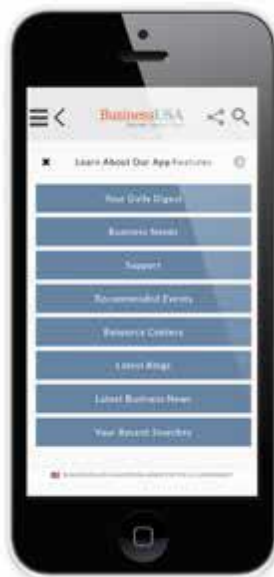
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Section 3 Business Registry



BusinessUSA

- For Android Mobile Devices:



- For iPhones and iPads:



Proposed Rule



HIGHLIGHTS OF HUD'S PROPOSED RULE

AMENDING SECTION 3 OF THE HOUSING AND
URBAN DEVELOPMENT ACT OF 1968



- Clearer Guidelines – TGEF
- Staff Hour Work Requirement
- Revises Threshold
- Standardizes Contracting Goal
- Establishes Payroll Monitoring
- Self Certification/Presumed Benefit
- Greater Accountability
- Stronger Enforcement Measures

HUD/DOL Collaboration



What Is the HUD-DOL Partnership?

The U. S. Department of Housing and Urban Development (HUD) and the U.S. Department of Labor (DOL) are collaborating to bring graduates of DOL's *Youthbuild Program* together with HUD-funded contractors to: 1) strengthen local apprenticeship opportunities for at-risk young people trained in the construction trades; 2) promote self-sufficiency for residents of public housing; and 3) connect contractors working on

Up to \$18.9 billion in eligible HUD funding is covered under this partnership!* This includes:

- ✓ All contracts that are generated from the operation and maintenance of public housing developments.
- ✓ Construction, rehabilitation and infrastructure projects administered by Public Housing Authorities, local government agencies, and other



US Department of Housing and Urban Development
Office of Fair Housing and Equal Opportunity
Economic Opportunity Division
Phone: 202.402.5860

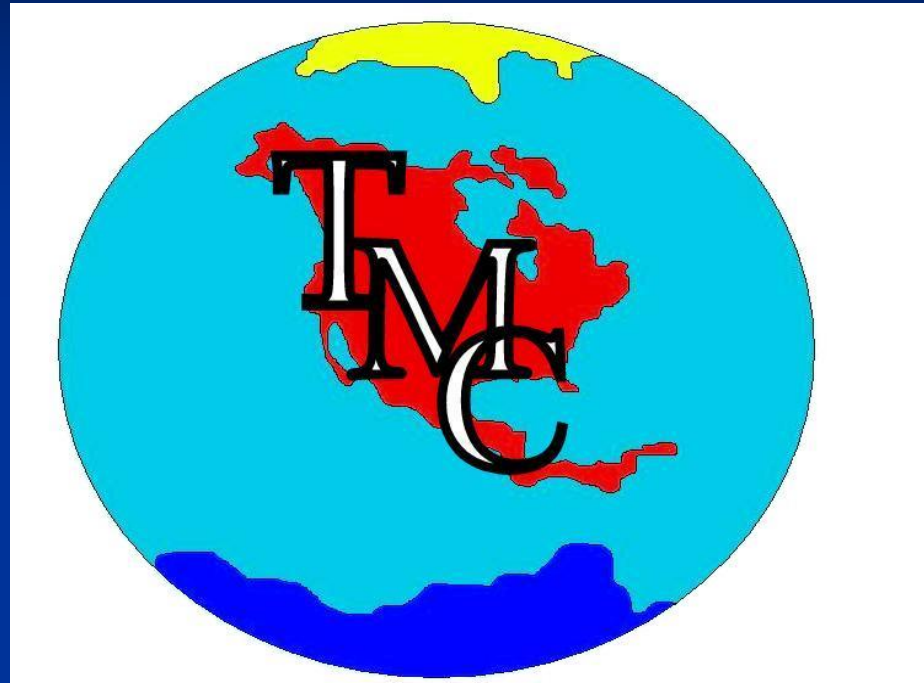
section3@hud.gov

www.hud.gov/section3

www.hud.gov/sec3biz

- **U.S. Department of Labor/
Employment and Training
Administration**

*U.S. Department of Housing and Urban Development
CNI Conference “2016”
Supporting Employment and Family Economic Stability*



Global Consulting Network L.L.C.

Prepared By: Owner, Jocquelyn Marshall

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Session Objectives

- Present evidence based models and/or promising practices that are overcoming historical challenges to employment and economic stability
- Enhance Grantee awareness of local, state, federal and other non-governmental funding and partners that may be layered to effectively address the diverse local needs
- Assist Grantees in developing a “90-Day Blueprint” that will support local dialogue and enhancement of local strategies resulting in an improved employment/economic stability and outcomes plan
- Assist Grantees in building a “Proven Strategies Box” to help Grantee participants negotiate local gaps, challenges, and to maximize pre-existing partner resources and CHOICE funded opportunities

Topics of Discussion

Client Engagement, Retention, and Sustainability



Two key points to remember:

1. How you interact with clients from the start of redevelopment will effect the outcome
2. Always speak with Resident Leaders or a Resident if no leadership group exists to gain a thorough understanding of the targeted population being served.

Client Engagement *is the process of having open dialogue with clients which consists of the exchange of strategies to improve or implement services to assist clients in meeting their individual goals.*

- Group and one -on- one meetings (with Case Manager) should be held with clients at the start of redevelopment regarding current debts that will have to be paid prior to return, expected household payments, upcoming employment opportunities, Sec. 3 mandate, and strategies to be developed with their assistance to remove barriers which will assist them in meeting employment and overall goals.
- Develop a consistent schedule with residents to determine what day and how often meetings will be held.
- Work with clients to develop rules when conducting meetings.
- Always acknowledge Resident Leaders (if available) at group meetings and have the President facilitate by opening the meeting with a welcome, reading the meeting agenda, and requesting that all speakers proceed in that order.



Retention *is the process of maintaining open dialogue among clients and the “TEAM” throughout redevelopment and beyond to instill and promote self awareness in clients on how to strategize and achieve desired goals.*

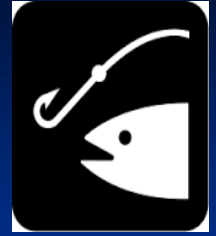
- In addition to having consistent group and one-on-one meetings, have clients develop a 5 year plan utilizing the strategic form to address barriers, cause, effect and strategies to meet desired goals that will promote long-term sustainability.
- Invite residents or former residents periodically who are on the path to self-sufficiency or whom have achieved their goals, to meetings to serve as motivational speakers in an effort for clients to see tangible results from the utilization of community services.
- Assist clients to enroll in school or trainings that will offer careers, not just a job.
- Seek trainings that will offer a career opportunity at the conclusion of training.



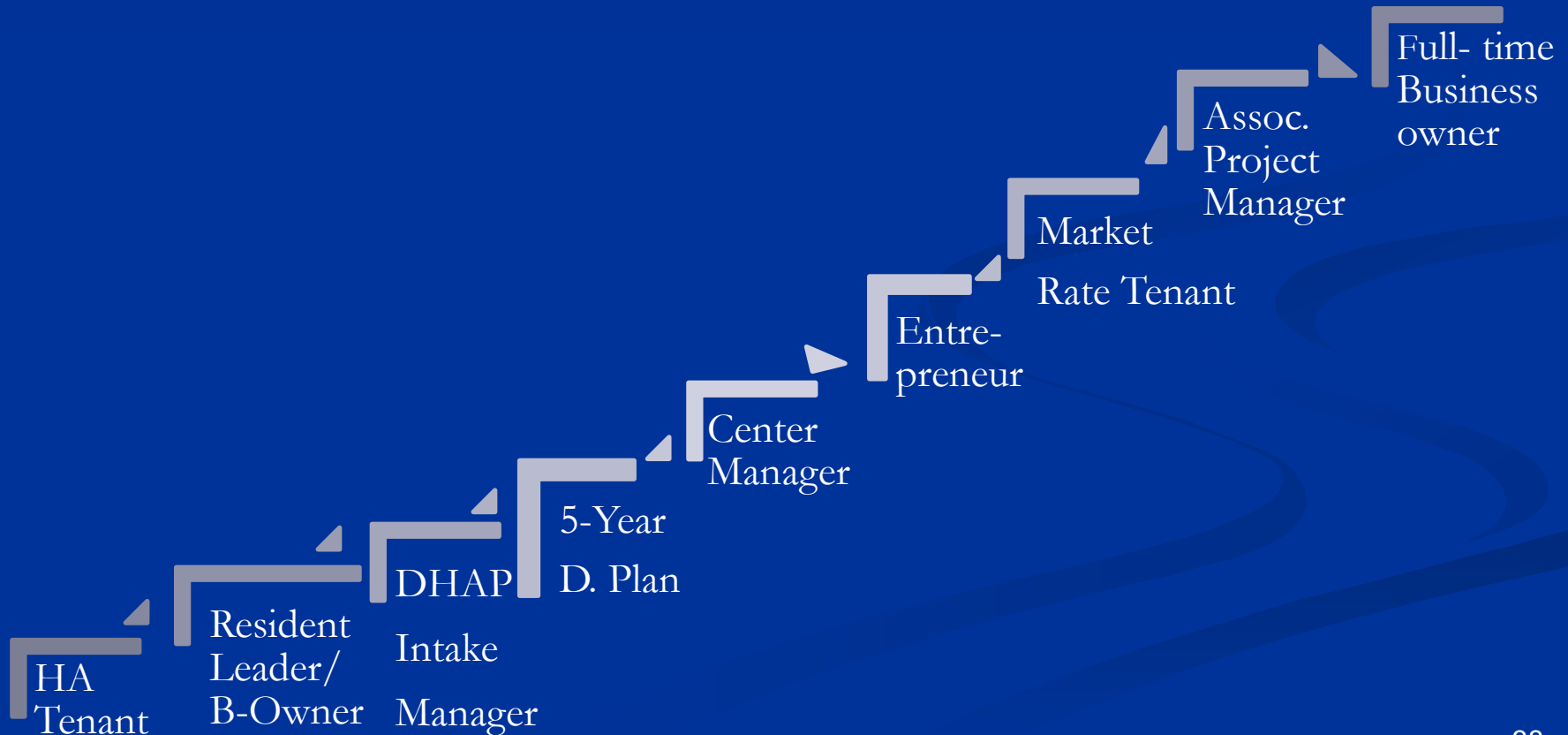
The ability to continue a defined behavior indefinitely.

- Assist clients in developing a plan “A” and a plan “B” if plan “A” does not sustain to avoid clients from falling back into the system.
- Ask clients if they have any homeownership or entrepreneurial goals they have been interested in achieving and assist by making referrals to agencies that will assist them on their path.
- Connect clients with organizations or individuals to explain the reality of embarking upon each goal to determine if their ready to pursue it and provide the level of commitment needed.
- Assists clients in determining what support mechanisms they need to sustain self-sufficiency and provide or direct them to those available resources.

“Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime”



My personal path to gaining and sustaining long-term employment and economic stability:



Support Mechanisms- Incentives

- Early on, HUD's 18 month rent increase exemption under the Self-Sufficiency Program which allowed me to pursue my entrepreneurial goal of starting a Party Planning Business without an increase in rent for 18 months.
- Start-up Funding /Working Capital from the Housing Authority's former Resident Loan Program and start-up grant from Community Partner.
- Contracting opportunities to serve as a vendor at community events for the Housing Authority and Community Partners as mandated under Sec. 3, for employment or contracting opportunities for qualified residents as first hires.

Challenges to Success



- Must retain Site Residency to be a Community Leader / Resident Business Owner – Conflict!
- Disasters interrupted business operations.
- Need for Working Capital.
- Transition to Tax Credit Unit/Current Market Rate Tenant
- Ineligible for Alternative Bid Process - Third “Motivating Factor”.
- Sustainability - The “Real Challenge” how to sustain my status as a “Market Rate Tenant”.

Strategic Outcome



- Five (5) year plan Goal: To become a successful entrepreneur in the field of “Community Service”.
- Independent contractor with Urban Strategies, provided leadership training to resident organizations /staff via a curriculum I developed entitled, “*The 21st Century Community Leader*”
- Established a Consultant Company, “TMC Global Consultant Network L.L.C.

No one person or organization can do this work alone in assisting clients in gaining employment and sustaining economic stability, it takes a “TEAM” and everyone understanding their role.

The Team and Roles

- **Resident Leadership** – held accountable to make responsible decisions that are in the best interests of the residents and neighborhood served; builds trust.
- **Clients (residents)** – support the decisions of the elected leadership through participation, conveying of ideas and commitment in working with the team to identify barriers to employment, determining the root causes, effects and strategizing via a 5 year plan to meet individual goals.
- **Management** – Serve as an enforcer and neighborhood partner by engaging in “open dialogue” with clients regarding issues relative to management requirements, unpaid debts that may hinder return and household services clients are required to pay upon return to the redeveloped site; promote compliance.
- **Stakeholders-** neighborhood partners affected by neighborhood “change” who are in a position to assist clients with their employment needs or removing barriers; eliminates loitering and promote patronage of services.
- **City Officials** – city enforcer and neighborhood overseer; promote positive environmental influences.
- **Police Department** – community partner who maintains law and order; decrease or elimination of crime.
- **Service Providers** – re-enforcer and community partner with internal systems to address issues through services deemed necessary to promote the well-being of clients and the neighborhood; promotes retention and sustainability through on-going engagement, as well as, increased outcomes.

**Clients benefit via self-empowerment and where
“ACCOUNTABILITY” exists, the “TEAM” benefits.**

Jocquelyn.TMCGN@gmail.com ; 504.657.0731

Afternoon Deep Dive

- Participant Self-Assessment
- 90-Day Blueprint Action Plan
- Session Tool Kit

Thank you for your participation!

For more information about the presenters or materials provided, please call or email:

Pamela.A.Lawrence@hud.gov

202-402-5484



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