



# Employment Services for Persons Who Are Homeless

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Presentation by

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8/31/11

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# Dayton-Montgomery County Homeless Solutions Community 10-Year Plan

Working with Employment Resources  
Joyce Probst MacAlpine





# Homeless Solutions Plan

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- Adopted June 2006
- Four key principles:
  - Housing
  - Prevention
  - Poverty Reduction
  - Mainstream System Response
- Increasing Income and Connection to Services Committee

# Employment at River Commons

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- Largest PSH project in Continuum
- Public housing with supportive services
- Minimum rent \$50
- Goodwill subcontract as employment services provider
- Employment rate of formerly homeless people:
  - December 2008 - 64%
  - June 2009 - 54%
  - June 2010 - 45%
  - May 2011 - 51%



# Specialized Employment Center (SEC)

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- Purpose: To design employment services to serve people with multiple barriers to employment (ex. homeless, ex-offender, mentally ill, substance abuser) who are not successfully served by existing employment system.

# SEC Development

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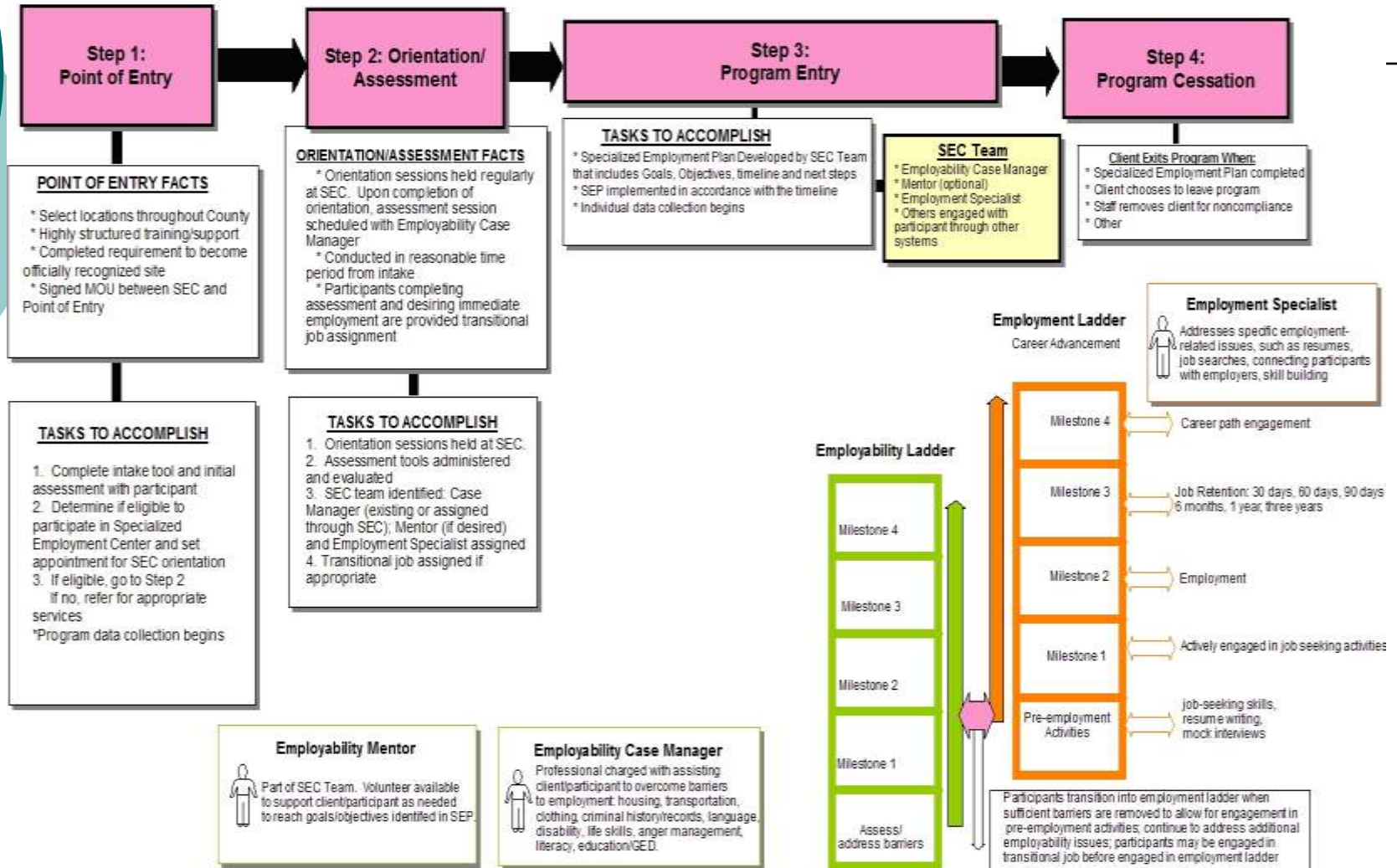
- Steering Committee Members:
  - Job Center representative
  - PSH provider
  - Homeless system representative
  - Employment provider
  - Ex-offender provider
  - JFS representative
  - City of Dayton representative
  - County Commission representative

# SEC Development Process

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- Steering Committee established Spring 2008
- Funding from Corporation for Supportive Housing - 2008-2009
- Contracted with consultant to design SEC
  - Examined best practices
  - Developed model
  - Drafted forms, agreements, staffing structure
  - Identified potential funding sources

# MONTGOMERY COUNTY SPECIALIZED EMPLOYMENT CENTER



# HPRP and Employment

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- Established HPRP client orientations at Job Bank
- HPRP clients referred for one-on-one sessions with Job Bank counselors
- Distributed training program information to HPRP organizations
- Job Center staff presentations at HPRP case manager meetings
- Referred HPRP clients to employment providers
  - Goodwill Easter Seals Miami Valley
  - Office of Ex-Offender Re-Entry
  - Pathways Out of Poverty program

# Current Initiatives

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- Front Door Assessment – 35% score for PSH

THE REST OF THE PEOPLE WHO ARE HOMELESS NEED A JOB TO PAY FOR HOUSING

- Work with MCDJFS on Employment Strategies for Difficult to Employ People
- Rapid Employment RFP

# Rapid Employment RFP

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- Purpose: Provide employment services in shelter to single men who do not need permanent supportive housing.
- Provider will:
  - Assess employment skills
  - Refer to other employment programs as appropriate
  - Provide soft skills training including resume development
  - Assist client to find employment
  - Support employment through follow-up with client and employer
- Program will be coordinated with Rapid Rehousing Program

# Workforce Investment Act Abridged

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Heath MacAlpine  
Montgomery County Department  
of Job and Family Services  
Cleveland, Ohio  
August 31, 2011





# Legislative Status

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- Passed in 1998
- Expired in 2003
- Continued on an annual basis since
- Reauthorization surfaced in several passed Congresses before plunging back to obscurity
- Reauthorization may move further in this Congress



# Description

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- Largest single source of federal funds for workforce development
- Proposed universal access to services by a range of different workers
- Community based system of one-stop centers allows access to a range of distinct federal workforce programs



# The Players

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- Department of Labor, Employment and Training Administration
- Governor's Workforce Investment Board
- Local Workforce Investment Board



# Governor's WIB – Who are they?

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- More than half the members from business
- Others from labor, service delivery organizations, city and county elected officials, state agencies

# Governor's WIB – What does it do?

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- Develop statewide WIA plan
- Develop and improve statewide activities under WIA
- Designate local workforce investment areas
- Develop allocation formulas
- Develop statewide performance measures
- Prepare annual report to DOL

# Local WIB – Who are they?

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- Appointed by local elected officials
- Majority of business representatives
- Chaired by business
- Required to have representatives from labor, local educational organizations, community based organizations, public and private economic development agencies, and one-stop partners



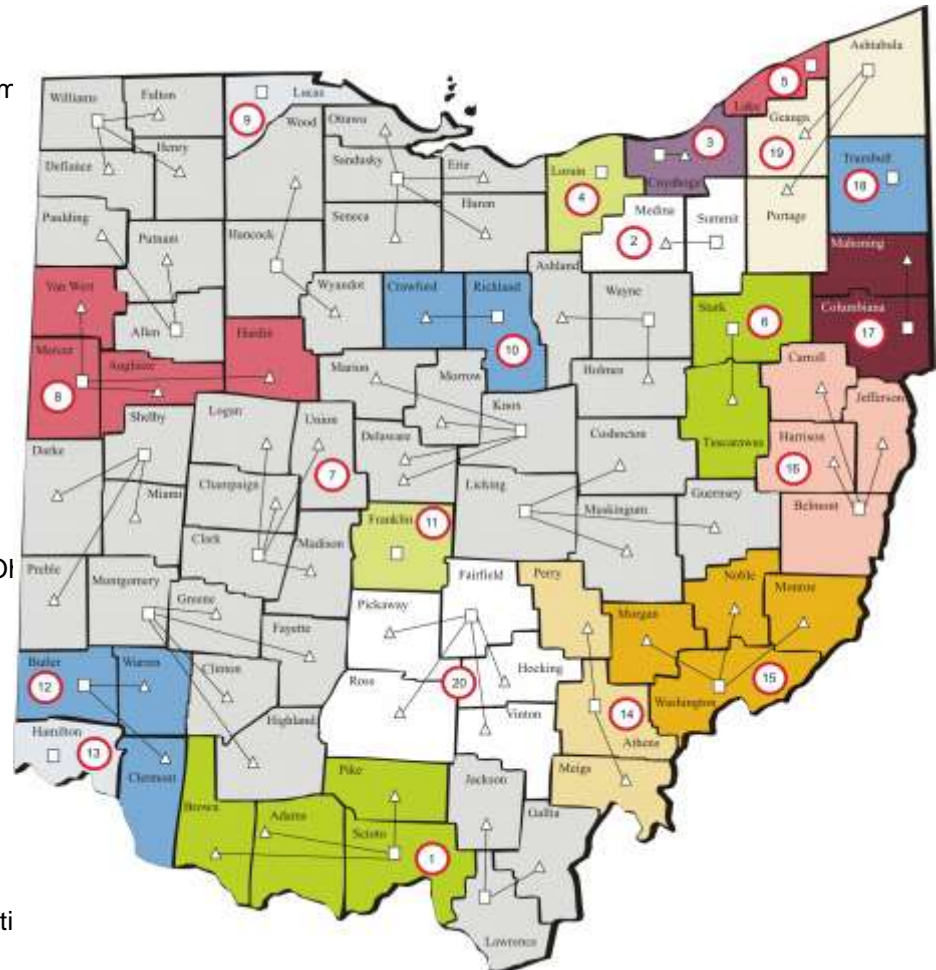
## Local WIB – What does it do?

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- Develop a local plan
- Enter into MOU with one-stop operator
- Identify eligible training providers
- Develop budget and administer grants
- Oversee the system
- Negotiate performance measures with the Governor

# Ohio Workforce System

- WIA 1: Workforce Connections
- WIA 2: Summit and Medina Workforce Development System
- WIA 3: Employment Connection
- WIA 4: The Employment netWork
- WIA 5: Lake1Stop
- WIA 6: The Employment Source
- WIA 7-A: Northwest Ohio Job Center
- WIA 7-B: ACCENT One-Stop System
- WIA 7-C: Job Solutions
- WIA 7-D: Northcoast Jobs Connection
- WIA 7-E: Job Network
- WIA 7-F: Five Star Job Centers of Southwest Ohio
- WIA 7-G: WORKPLUS
- WIA 7-H: The Job Center Network
- *For former WIA 7-I, see WIA 20.*
- WIA 7-J: Tri-County Employment & Training
- WIA 7-K: Employment & Training Centers of East Central OH
- WIA 7-L: Employment & Training Connection
- WIA 8: One Stop Employment & Training Network
- WIA 9: The Source: Northwest Ohio
- WIA 10: Richland-Crawford One-Stop
- WIA 11: Job Leaders
- WIA 12: Workforce One
- WIA 13: Super Jobs Center
- WIA 14: 1-Stop JOBS
- WIA 15: Jobs, Etc
- WIA 16: Connections
- WIA 17: The One-Stop of Mahoning and Columbiana Counti
- WIA 18: Trumbull County One-Stop
- WIA 19: Geauga, Ashtabula and Portage Partnership, Inc.
- WIA 20: Jobs One-Stop (formerly Area 7-I)





# One-Stop Centers

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- Multiple federal employment and training programs available at one site
- Offer job seekers and employers access to many different workforce resources
- May be public or private entities



# Services

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- Core – access to job listings, info about careers and labor market, limited staff assistance
- Intensive – workshops, case management, comprehensive assessments, individual employment plan
- Training – employer-linked programs and classroom skills training leading to specific occupation



# Eligibility

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- Adults - age 18 and over, priority for training to low income or public assistance clients
- Dislocated workers – laid off or received notice, eligible or exhausted unemployment, self-employed but unemployed because of economy, displaced homemaker



# Eligibility

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- Youth – age 14-21 low income and one of the following:
  - Deficient in basic literacy
  - Drop out
  - Homeless
  - Runaway
  - Foster child
  - Pregnant or parent
  - Offender
  - Need assistance to complete education or obtain employment



# Eligibility

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- Not an entitlement
- When the money is gone, it's gone
- Priority is employment first, quick (inexpensive, on the job) training second, long term training last

# Funding

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- Federal sends three allocations to the states (youth, adult, dislocated)
- State keeps 15% of each for state wide activities, distributes the rest to the local WIBs by formula
- State also keeps another 25% of dislocated for rapid response activities
- Three year allocations (locals get it for first two, then reverts to state for final year)



# Ohio Funding

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- PY 2010

- Youth
- \$39,313,893

- Adult
- 36,633,264

- Dislocated
- \$51,610,221

- PY 2011

- Youth
- \$31,915,350

- Adult
- \$29,608,861

- Dislocated
- \$44,079,882



# Performance Accountability Adult and Dislocated

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- Entered Employment - ratio reflecting the number of participants who are employed in the first quarter following exit from the program
- Employment Retention – ration reflecting the number of participants who were still employed in the second and third quarters following exit from the program
- Average Earnings – earnings in the second and third quarters following exit from the program

# Performance Accountability Youth

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- Placement in Employment or Education – ratio of the number of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter vs. the total who exit
- Attainment of a Degree or Certificate – ratio of the number of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter vs. the total who exit
- Literacy and Numeracy Gains - ration of the number of youth participants who increase one or more educational functioning levels vs. the number of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the number of youth participants who exit before completing a year in the youth program



# Observations

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- Dislocated workers grew to be the dominant part of the program during the Great Recession
- Lack of jobs led to a huge investment in training during this time
- Political pressure re jobs, plus somewhat improved economy, putting emphasis on employment, with minimal training investment
- Emphasis on helping business fill skilled positions



# Observations

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- The Republican budget introduced in the House this year eliminated funding for WIA
- Strongest chance of reauthorization during this Congress, though not a slam dunk
- Forecast for future funding by national workforce organizations varies from “We’ll be ok” to “We’re doomed”

# National Coalition for Homeless

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- While almost half (44%) of homeless people work at least part time, their monthly income averages only \$367, compared to a median monthly income of \$2,840 for U.S. households.
- Many people in extreme poverty unable to work due to health conditions or other factors. For those that are able to work, impediments include lack of assistance in finding jobs, shortage of jobs that pay well enough to afford housing and other life necessities, and lack of skills necessary for available jobs.
- The workforce services system is not funded adequately, despite the promise in 1998 that it would serve all American job seekers through access to basic job search services and occupational skills training. From 2002 to 2008, funding for the WIA Adult program shrank by 10.2 percent.



# National Coalition for Homeless

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- Stringent targets and performance measurements set by state workforce agencies and the U.S. Department of Labor discourage WIA-funded providers from serving job seekers with multiple barriers to employment, often including people experiencing homelessness.
- Certain provisions of WIA hinder the ability of the homeless population to receive appropriate job training services from WIA-funded service providers. Absent specific training and technical assistance, the network of “qualified providers” is unlikely to include enough providers with expertise in meeting the needs of hard-to-serve populations.



# National Coalition for Homeless Recommendations

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- Dramatically increase the funding for the workforce development and training system.
- Require WIA service providers to take into consideration, and report on, the housing status of job seekers, so that those who are homeless, have recently received homeless prevention and rapid re-housing assistance, or are living in housing targeting formerly homeless households may be appropriately served.
- Require states to address employment services for homeless individuals and families in their WIA-required state workforce investment plan, including coordination with HUD's local homeless Continuums of Care.



# National Coalition for Homeless Recommendations

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- Allow states under WIA to use alternative criteria for measuring the employment outcomes of homeless people.
- Incentivize the use of proven, effective practices responsive to the needs of special-needs populations and employers, including partnerships with affordable housing and rent-subsidy programs.
- Target and prioritize intensive and training services for low-income and low-skill individuals, especially people who are homeless or regaining housing stability.
- Include long-term homelessness when considering individual eligibility for WIA resources.



# National Coalition for Homeless Recommendations

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- For the federal-state vocational rehabilitation program, allow people with disabilities who are chronically homeless to be considered individuals with the most severe disability in those states operating under an “order of selection” for services.
- Permit and encourage affordable housing and service providers to offer job retention services under WIA to people who have recently obtained housing after a history of homelessness.
- Fund targeted grants for cross-systems planning and innovative services to increase workforce participation and retention by people who are homeless or have recently received homelessness prevention or housing assistance.



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Mental Health Services Supervisor



### **ADAPTING OUR EMPLOYMENT SERVICE DESIGN TO BEST PRACTICES**

Before creating an employment service design GESMV reviewed best practices:

- Consulted with Goodwill Easter Seals staff experienced in providing employment services to persons who are homeless.
- Reviewed of Employment and Training for America's Homeless: Best Practice Guide, U.S. Department of Labor, Employment and Training Administration, Office of Policy Research, 1997.

### **HERE IS WHAT WE FOUND**



Among some of the underlying themes that are emphasized throughout the **U.S. Department of Labor Best Practice Guide** are the following:

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## **Establish Linkages with Homeless serving Agencies.**

Employment and training agencies need to establish linkages with homeless-serving agencies, such as shelters and transitional housing facilities, to help with outreach, recruitment, and screening of homeless individuals. Homeless individuals need to be carefully prescreened and assessed prior to acceptance in an employment and training program. Homeless-serving agencies are well-positioned to help in this pre-screening process.



Among some of the underlying themes that are emphasized throughout the **U.S. Department of Labor Best Practice Guide** are the following:

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## **Stabilize Homeless Individuals Prior to Enrollment**

Homeless individuals need to be stable prior to enrollment in employment and training programs. This generally means living in, at a minimum, transitional housing or an emergency shelter that allows the individual to have an extended stay. This also means addressing problems such as a lack of financial resources, domestic violence, and other problems that can impact successful participation in employment, and training activities, as well as screening out serious substance abusers and those who are mentally ill and unlikely to benefit from participation in your program. Once again, homeless-serving agencies or other agencies referring individuals can be helpful.



Among some of the underlying themes that are emphasized throughout the **U.S. Department of Labor Best Practice Guide** are the following:

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## **Provide Thorough Assessment and Ongoing Case Management**

Participant assessment and case management are critical to tailoring services to meet the needs of each individual. Barriers to employment are not always evident at the time of intake; as a result, both assessment and case management should be ongoing activities.



Among some of the underlying themes that are emphasized throughout the **U.S. Department of Labor Best Practice Guide** are the following:

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## **Arrange for Short-Term Job Search Assistance**

Homeless individuals are often primarily interested in obtaining employment and improving their housing situation in the shortest time possible. Hence, employment and training programs need to provide, either through in-house capabilities or linkages, job search assistance for those who are primarily interested in obtaining employment in the shortest time possible.



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## **Provide Basic Skills and Work Readiness Skills Training**

Some homeless individuals need basic and/or work readiness skills training prior to entry into training and employment. This training can be conducted in conjunction with other training or job search assistance.



Among some of the underlying themes that are emphasized throughout the **U.S. Department of Labor Best Practice Guide** are the following:

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## **Provide Follow-up and Support**

The problems that led to homelessness do not suddenly disappear upon entering a training program, finding a job, or securing permanent housing. Ongoing assessment, case management, and follow-up support are important ingredients for assisting homeless individuals in retaining employment.



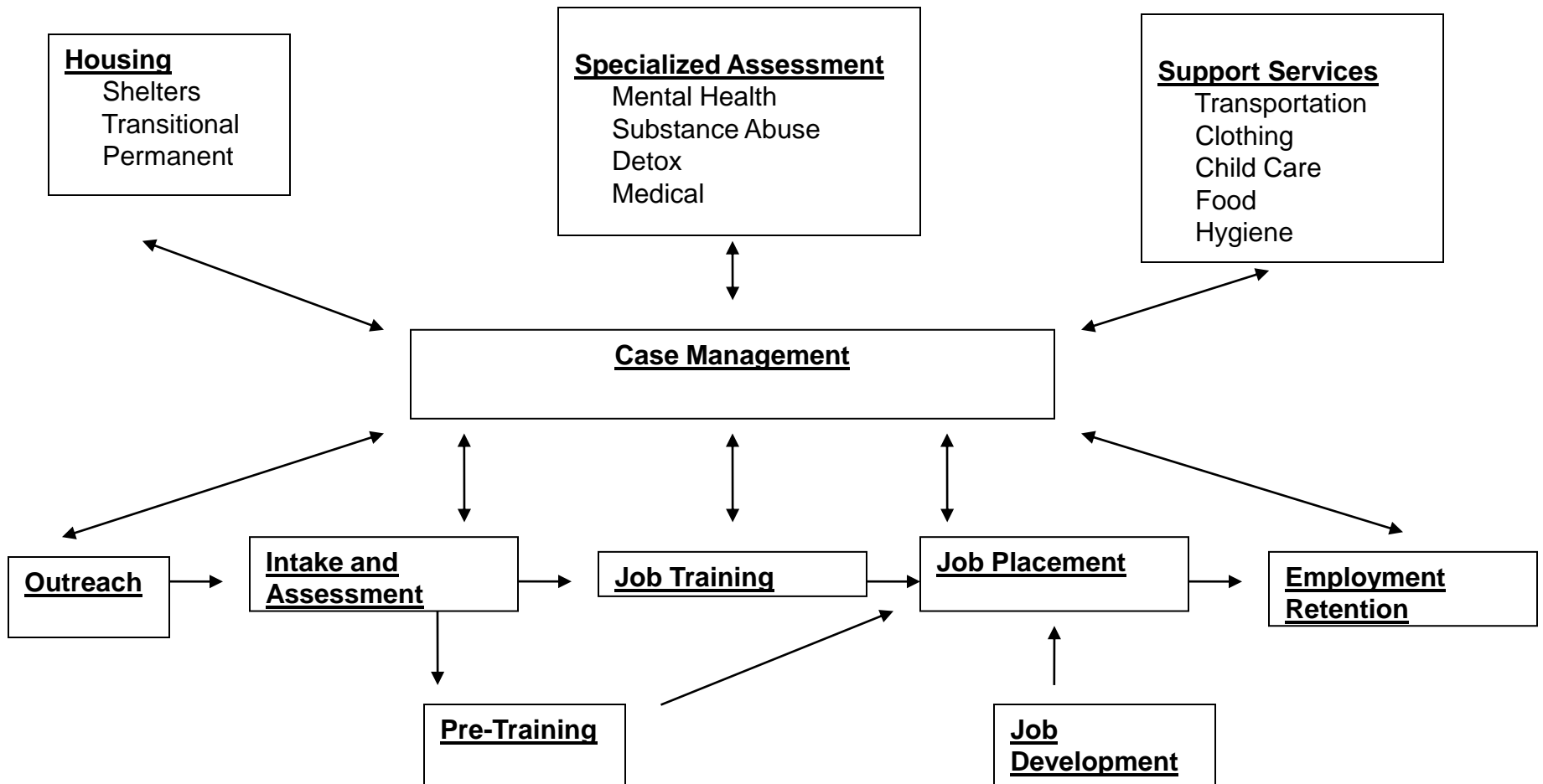
Among some of the underlying themes that are emphasized throughout the **U.S. Department of Labor Best Practice Guide** are the following:

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## **Provide Staff Training on Serving Homeless Persons.**

Employment and training agencies may need to provide training for their staff and service providers on the needs of and misperceptions about homeless people, the variety of referral agencies locally available to meet those needs, and the best practices for serving homeless participants.

# U.S. DOL Comprehensive Model for Providing Employment and Training Services to Homeless Individuals



# Employment Services for Persons Who Are Homeless

## Applying Best Practices to Goodwill Easter Seals Service Strategy

### Case Management Assessment (Homefull, Places)

#### Alternative Track

- \* Dextox treatment required
- \* No stable housing
- \* Severely mentally ill and not in treatment
- \* Medically unstable
- \* No expressed desire for employment

### Referral to GESMV – Employment Case Management



### Comprehensive Vocational Assessment

(Initial Interview, Wide Range Achievement Test, Gates Reading Test, Self-Directed Search, OCIS, Work Readiness Assessment, Life Skills Assessment)

### Develop Individual Employment Services Plan

#### Skills Training

- Job Seeking Skills
- Job Readiness Skills
- Life Skills Training
- Disability Management  
(includes Motivational Training and Anger Management)

#### Work Training

(Paid On-The-Job Experience at GESMV)

#### Job Development Services

- Resume Development
- Filling out Applications
- Mock Interviews
- Structuring a Job Search
- Identifying Possible Accommodations

#### Job Placement Services



### Coordination with Services from Other Employment Agencies

- \* Ohio Rehabilitation Services Commission
- \* VRP3 Program (includes new ODADAS VRP3)+
- \* Other Possible Resources
  - Local Job Center and WIA Programs
  - Homeless Veterans Reintegration Program
  - Veterans Industries Supported Employment Program
  - Veterans Industries Transitional Work Program
  - Veterans Chapter 31 Program

+ Occupational or Remedial Skills, Career Planning, College/Tech School



### Referral and Coordination with Support Services

- \* Mental Health and Drug and Alcohol Crisis – Samaritan Behavioral Healthcare Crisis Care
- \* Ongoing Mental Health Services – Community Mental Health Agency (may include Anger Management)
- \* Medical Services – Samaritan Behavioral Health Clinic
- \* Clothing and Emergency Household Items -Goodwill Retail Stores
- \* Literacy - ABLE
- \* ESL – Catholic Social Services



### Placement and Post Employment Follow-Up Support Services

(assisting participant in developing natural supports, dealing with co-workers and supervisors, adjusting to the new work environment, maintaining employment, re-placement)