

# Creating Employment Supports That Work: Lessons From Jobs Plus

Choice Neighborhoods Conference  
March 18, 2016

# Agenda

- Overview of the Jobs Plus Model
- Lessons from Jobs Plus
- Lessons from NYC Jobs-Plus
- What Jobs Plus means for Choice Neighborhoods
- Questions

# Big Picture

- Residents face a multitude of barriers when seeking employment
- Need multi-pronged approach to engage and encourage residents
- Coordinated support and services are a vital component of improving employment outcomes
- Opportunity to build employment supports around an evidence based model

# What is Jobs Plus

Jobs Plus is a place-based program that supports the development of locally-based approaches to increase the earnings and advance the employment outcomes for public housing residents. The program combines the efforts of local partners, rent incentives and a community support for work strategy to achieve results.

# Key Features of Jobs Plus

- I. Employment-related services:** Offered to residents with a range of employment needs. Services such as work-readiness training, employer linkages, financial counseling, educational advancement, job placement, and employment counseling.
- MOU partnership agreement with the Workforce Investment Board or the American Jobs Center

# Key Features of Jobs Plus

**II. Financial incentives:** PHAs can use the Earned Income Disregard as a financial incentive to work.

- Through HUD's Jobs Plus Pilot, residents enrolled in Jobs Plus are granted a 100 percent income disregard that remains in place for up to 48 months. This rent incentive is called the Jobs Plus Earned Income Disregard (JPEID).

# Key Features of Jobs Plus

**III. Community support for work:** Work-related opportunities and rent incentive marketed to all residents in a development through neighbor-to-neighbor outreach and other social networking efforts. The goal is to saturate communities with work-related messages and to create a “culture of work.”

- Resident community coaches are a vital component of the community support for work element.

# History of Jobs Plus

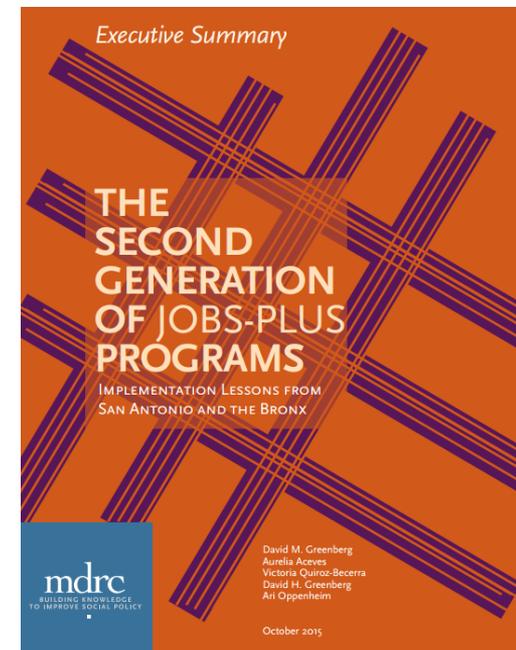
- MDRC/Ford/HUD Pilot in 1998 – if you combine intense job development, rent incentives and community building, can you succeed in getting residents to work?
  - Six PHAs selected for pilot, each with an experimental site and a control site
  - After four years, income for residents at JP sites 16% higher than residents at control sites
  - Income gains sustained over time

# HUD's Jobs Plus

- In FY 2014 Congress funded a national scale Jobs Plus program
- Currently 18 sites across the nation serving over 12,000 public housing residents
- Sites are in the first year of program implementation
- Structure of the HUD program is deeply rooted in lessons learned from previous iterations of Jobs Plus

# New York City's Jobs-Plus

- 2009-present
- NYC City Tax Levy – 8 sites
- Federal Social Innovation Fund
  - 1 NYC site (CBO provider)
  - 1 San Antonio site (PHA provider)



# “Second Generation” Report Recommendations

- Employment Services
  - Focus on the number and quality of job placements
  - Create training opportunities for residents already employed
- Financial Incentives
  - Keep rent incentives simple to explain and integrate marketing/receipt of incentives into regular property-management procedures
  - Connect to financial counseling resources
- Community Support for Work
  - Allocate resources to support and train community coaches
  - Build close relationships with property managers
  - Develop multiple opportunities for residents to engage with the program (output AND input)

# NYC Jobs-Plus Best Practices

- Evidence-based approach to employment
  - Labor-market data, sector expertise, access to training
- Engage property management staff in meeting Jobs-Plus objectives and train non-housing staff in housing rules and processes
- **Regularly** share and assess data among collaborative partners
  - Jobs-PlusStat
    - Accountability structure
    - Continuous improvement



# Jobs-PlusStat

**Sample**

**November 5, 2014**

**NYC Human Resources Administration**

# Agenda

## 1. Jobs-Plus Performance

### 1. Employment & Placement

- Progress towards paid placement goal
- Paid placements
- Placement details

### 2. Work Support

- Fast Track comparison
- Educational & Achievement 880 Outcome details
- Financial Counseling details

### 3. Community Support for Work / Retention

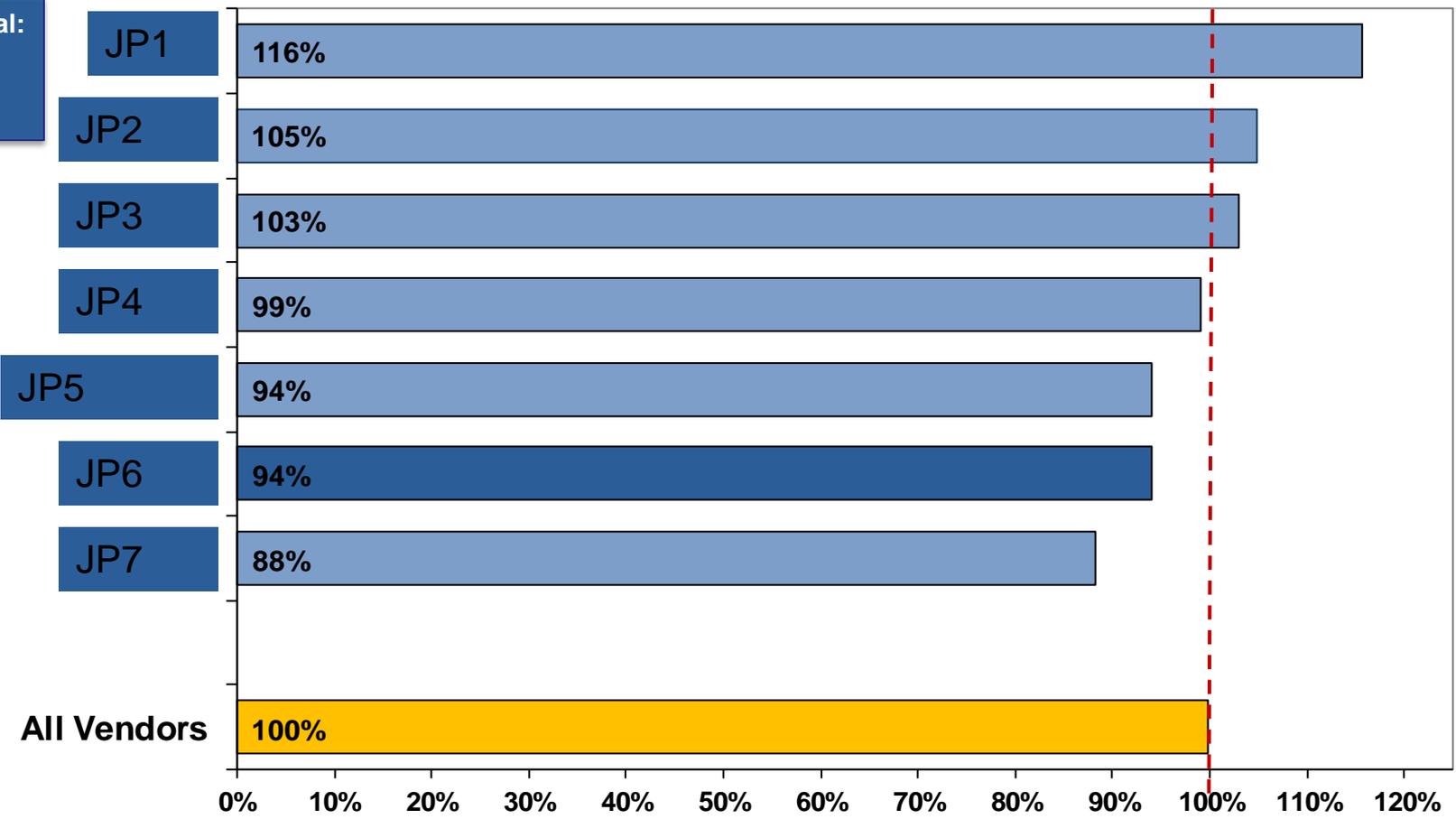
- EID referrals
- Membership details
- Progress towards new members goal
- Resident comparison
- Retention comparison

## 2. Current Vendor Strategies

- Success story
- Vendor presentation

# Progress Towards YTD Paid Placement Goal

**Y2 Contract Goal:**  
**204** Per site  
**1,428** All sites



|                              | All Vendors | 1   | 2   | 3   | 4   | 5    | 6    | 7    |
|------------------------------|-------------|-----|-----|-----|-----|------|------|------|
| Annual Goal                  | 1,428       | 204 | 204 | 204 | 204 | 204  | 204  | 204  |
| YTD Goal                     | 714         | 102 | 102 | 102 | 102 | 102  | 102  | 102  |
| Performance as of 9/30/14    | 713         | 90  | 96  | 96  | 101 | 105  | 107  | 118  |
| Percent of YTD Goal Achieved | 100%        | 88% | 94% | 94% | 99% | 103% | 105% | 116% |

# Industry Vendor Comparison (YTD)

| Work Industry                                   | #         | %           | All Other Vendors # | All Other Vendors % | All Vendor # | All Vendor % |
|---|-----------|-------------|---------------------|---------------------|--------------|--------------|
| Administrative Support, Security, & Maintenance | 52        | 54%         | 192                 | 31%                 | 244          | 34%          |
| Retail Trade                                    | 8         | 8%          | 141                 | 23%                 | 149          | 21%          |
| Accommodation & Food Service                    | 15        | 16%         | 86                  | 14%                 | 101          | 14%          |
| Healthcare & Social Assistance                  | 5         | 5%          | 61                  | 10%                 | 66           | 9%           |
| Transportation & Warehousing                    | 5         | 5%          | 54                  | 9%                  | 59           | 8%           |
| Other Services                                  | 4         | 4%          | 19                  | 3%                  | 23           | 3%           |
| Arts, Entertainment, & Recreation               | 0         | 0%          | 18                  | 3%                  | 18           | 3%           |
| Construction                                    | 2         | 2%          | 13                  | 2%                  | 15           | 2%           |
| Educational Services                            | 3         | 3%          | 6                   | 1%                  | 9            | 1%           |
| Public Administration                           | 0         | 0%          | 7                   | 1%                  | 7            | 1%           |
| Finance & Insurance                             | 0         | 0%          | 6                   | 1%                  | 6            | 1%           |
| Professional, Scientific, & Technical Services  | 0         | 0%          | 5                   | 1%                  | 5            | 1%           |
| Wholesale Trade                                 | 1         | 1%          | 4                   | 1%                  | 5            | 1%           |
| Real Estate & Rental Leasing                    | 1         | 1%          | 2                   | 0%                  | 3            | 0%           |
| Information                                     | 0         | 0%          | 2                   | 0%                  | 2            | 0%           |
| Manufacturing                                   | 0         | 0%          | 1                   | 0%                  | 1            | 0%           |
| <b>TOTAL</b>                                    | <b>96</b> | <b>100%</b> | <b>617</b>          | <b>100%</b>         | <b>713</b>   | <b>100%</b>  |

## Top 10 Employer Information (CTD)

| Employer Name                 | Vendor | Last 3 Mo# | Vendor | Total #    | Vendor | Total %    |
|-------------------------------|--------|------------|--------|------------|--------|------------|
| 1 – First Quality Maintenance |        | 19         |        | 70         |        | 28%        |
| 2 – McDonald's                |        | 0          |        | 5          |        | 2%         |
| 3 – Bronx Zoo                 |        | 0          |        | 5          |        | 2%         |
| 4 – Starbucks                 |        | 2          |        | 4          |        | 2%         |
| 5 – Toys R Us                 |        | 0          |        | 4          |        | 2%         |
| 6 – NYCHA                     |        | 0          |        | 3          |        | 1%         |
| 7 – Classic Security          |        | 2          |        | 3          |        | 1%         |
| 8 – Reliant Transportation    |        | 3          |        | 3          |        | 1%         |
| 9 – UPS                       |        | 0          |        | 3          |        | 1%         |
| 10 – Fairway                  |        | 2          |        | 3          |        | 1%         |
| <b>TOTAL</b>                  |        | <b>28</b>  |        | <b>103</b> |        | <b>42%</b> |

### Rate of Multiple Placements

Single Placements: **47%**

2-3 Placements: **18%**

4+ Placements: **35%**

# Median Wage (3 Month Average)

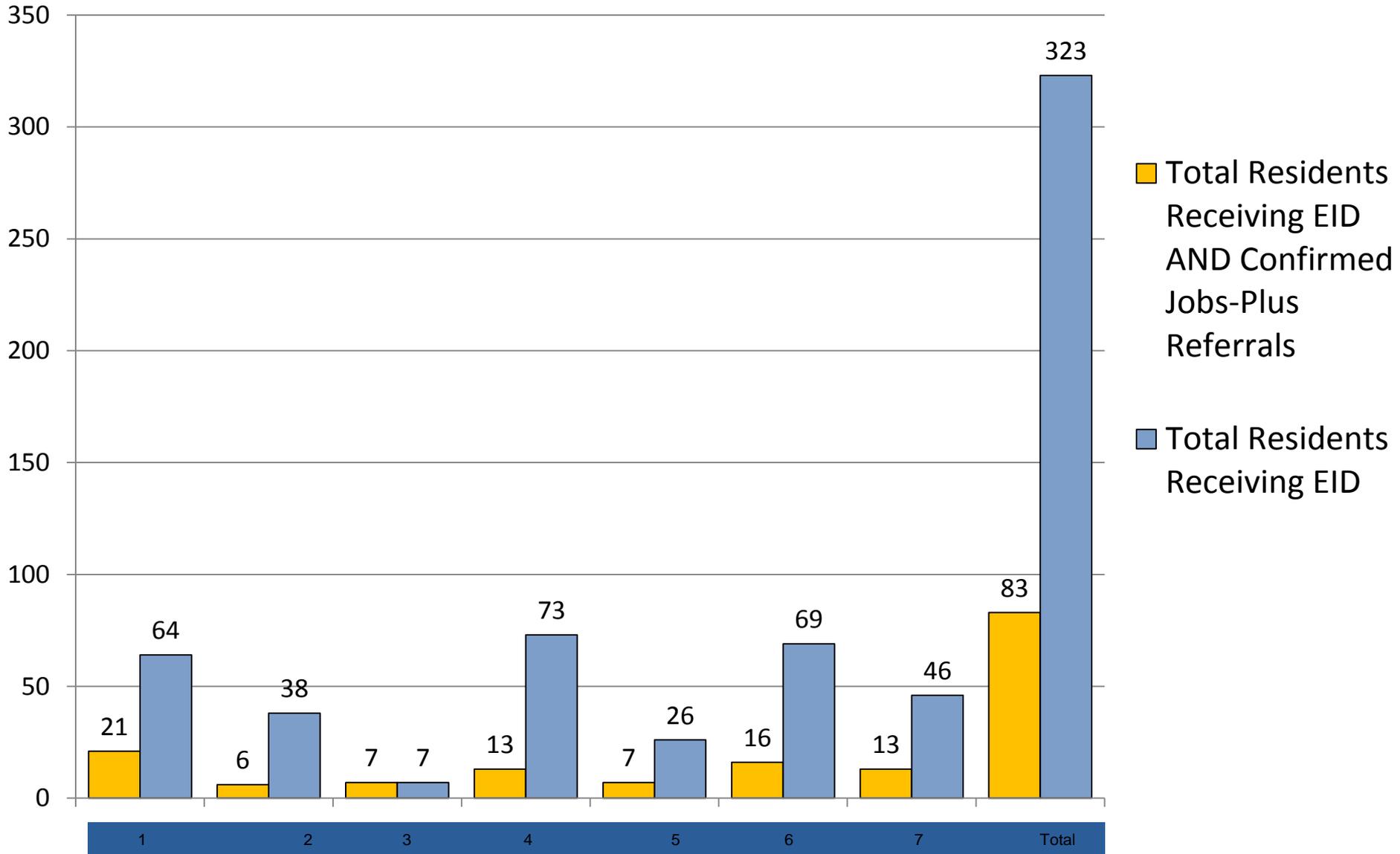


## Outcome Ranking Breakdown (YTD)

| Completed Outcomes                         | Vendor YTD | All Vendors YTD | All Vendors (3 mo) |
|--|------------|-----------------|--------------------|
| 1 – Work Supports                          | 119        | 1060            | 640                |
| 2 – Vocational Training / Certifications   | 19         | 278             | 123                |
| 3 – Child Support                          | 23         | 121             | 89                 |
| 4 – Bank Accounts                          | 8          | 122             | 69                 |
| 5 – Credit                                 | 1          | 82              | 50                 |
| 6 – EITC / Paycheck Plus                   | 4          | 49              | 5                  |
| 7 – Increased Savings                      | 10         | 42              | 16                 |
| 8 – Program Benefits                       | 1          | 23              | 10                 |
| 9 – Debt                                   | 1          | 34              | 0                  |
| 10 – HSE (formerly GED)                    | 1          | 13              | 4                  |
| 11 – TABE Increase / Adult Basic Education | 0          | 2               | 2                  |
| 12 – EID                                   | XXX        | XXX             | XXX                |
| <b>TOTAL</b>                               | <b>187</b> | <b>1826</b>     | <b>1008</b>        |

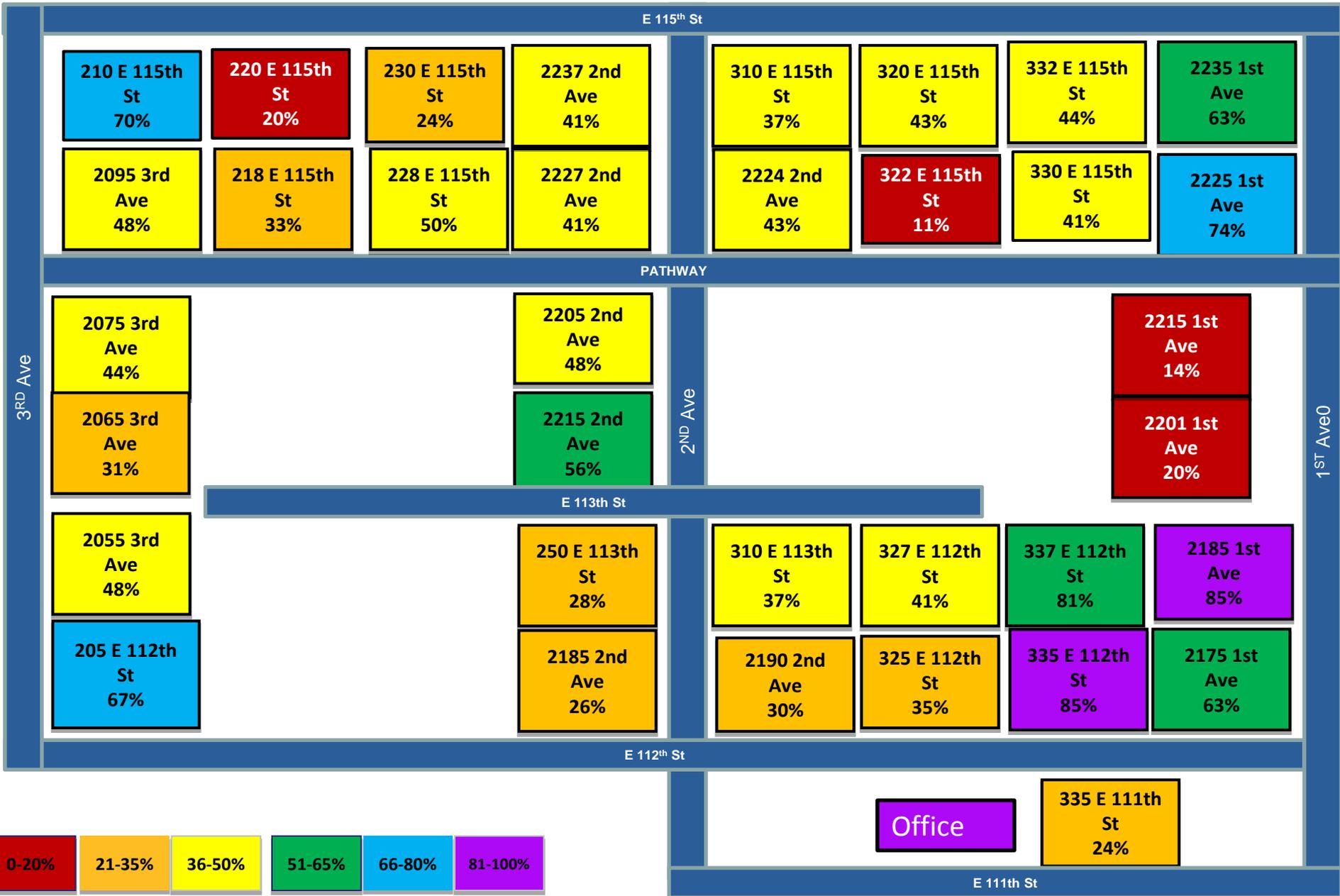
Please note these numbers are based on # of outcomes.

# EID Receipt Total within Developments (YTD)



Note: This data is provided by NYCHA

# Development Saturation Slide



# Success Story

**Name: Jennifer Smith**

**D.O.B.: 07/02/1988**

**Sex: F**

**Membership Start Date: January 20, 1992**

## **Development of Residence:**

Jennifer Smith has been a member of Job Plus since August 9, 2010. Her goals were to attend college and work part time in the retail or food service/hospitality job sectors to support herself and to gain more independence. Her attendance was initially erratic as she was unfocused and she continually procrastinated in attaining a college degree.

While she was on hiatus from Jobs Plus for a brief period she enrolled in a HHA training program. Upon her return to Jobs Plus, through coaching, she found that working as a HHA left her frustrated and unfulfilled but that job proved to be a teaching lesson for her. She then understood how her career path could be detoured and delayed if she did not become proactive about her action plan.

After numerous rescheduled appointments but constant motivation from her mother and RC she was referred to MEOC College Connections Project, a college application fee waiver program. She attended the program which not only provided her with the fee waiver but also assisted her with the completion of her FAFSA and TAP applications and registered her at CUNY. She was enrolled within a week in September and is now attending Borough of Manhattan Community College. Moreover, two weeks later after submitting on line applications with the assistance of her EC, she was contacted for an interview at Century 21 and was hired shortly thereafter as a cashier earning \$8.00 per hour. Coincidentally, the store is within walking distance from the college she attends. Additionally, her work experience as an HHA not only provided her with a lesson, it also helped her with her new job attain a 180 day retention milestone.

Chris Jones

# Saturation

- Strategies Implemented to achieve **100%**:
  - Community Coaches conducted door to door outreach with letter and info. packet.
  - Tabling took place at every building from 1<sup>st</sup> to 3<sup>rd</sup> Avenues. Although we have achieved 100% we have to continue tabling because flyers posted are being torn.
  - This level of outreach was not taking place previously due to Community Coaches expressed concerns about their safety as they have been threatened before. Community Coaches are advised not to post or leave anything on doors where Members have signs or have expressed not wanting to receive information.
- **21% to 65%** will continue to be our focus. However, data suggest that:
  - There is a large number of Senior residents in those buildings
  - Residents already working
  - Management efforts report demonstrate activities conducted:
    - # of flyers
    - % of time Community Coaches have been out conducting outreach
    - # of touches

Steps in place for moving forward:

- Monthly Saturdays has been instituted – All Saturdays have been calendared and staff are planning themes and targeted outreach for those Saturdays.
- Extended days also instituted - Tuesdays, Wednesdays and Thursdays 9 am to 7 pm

# Retention

## Strategies

- Staff utilizing PACS Web report to identify those achieving placement in advance
- Intentional about the metro cards distribution as an incentive
  - Job Placement = Weekly metro card
  - 30 days = Weekly metro card
  - 90 days = Monthly metro card
  - 180 days = Opening up a bank account and \$50 to start

## Process in place and additional steps moving forward:

- Phone calls
- Emails
- We would like to still figure out if we could enhance Member Engagement with the purchase of ETO Engagement tool- natural next step

## Starting in November:

- Postcards will be developed and personalized for 90 and 180 days milestones, outlining when the individual Member will be achieving these milestones and expiration date for picking up metro card (incentive)

# Questions?

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**Young Men's Initiative**  
The Young Men's Initiative is a cross-agency enterprise designed to help young black and Latino men achieve their professional, educational, and personal goals. [Learn more](#)

**Food Policy Coordinator**  
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**Social Innovation Fund**  
CEO and the Mayor's Fund to Advance NYC manage a federal Social Innovation Fund grant to support replication of CEO's most promising programs in New York City and seven other urban areas around the country. [Learn more](#)

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The Center for Economic Opportunity (CEO) fights the cycle of poverty in New York City through innovative programs that build human capital and improve financial security. Launched by the Office of the Mayor in 2006, CEO works with both City agencies and the federal government to implement successful anti-poverty initiatives in New York and partner cities across the United States. Among CEO's greatest successes have been the creation of the Office of Financial Empowerment, SaveUSA, CUNY ASAP, Jobs-Plus, and a more accurate measure of poverty. Several CEO initiatives have been incorporated into the Young Men's Initiative, a comprehensive and expansive program designed to address disparities between young African-American and Latino men and their peers.

NYC Center for Economic Opportunity

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# How to apply lessons from Jobs Plus to Choice Neighborhoods?

# Considerations for Implementation

- **Staffing and Staff Development:** identifying and hiring staff and developing a staff training plan and appropriate staff training materials
- **Partnerships and Governance:** identifying partners; establishing roles, responsibilities, and methods of ensuring accountability
- **Participant Services:** developing plans for services, referral networks and related tools
- **Facilities and Logistics:** identifying needs and ensuring that necessary facilities are accessible and available
- **Marketing and Engagement:** marketing work-related supports and financial incentive to residents in creative and unique ways

# Characteristics of Effective Implementation

- **Client-centered service:** focus on recognizing and supporting the needs of diverse individuals from program entry through advancement. Service provision is demand-driven, so that the staff makes every effort to support participants in reaching the goals that they identify as most important, rather than substituting aims that staff believes *should* be most important.

# Characteristics of Effective Implementation

- **Entrepreneurial, innovative leadership:** by program leadership and staff members allows enactment of nimble and creative solutions to trenchant problems.
- **Collaboration:** between program staff and managing partners, among staff and management, within and between departments, between program staff and residents and other community based organizations.

# Characteristics of Effective Implementation

- **Advancement focused:** supporting residents over the long term to move into occupations that offer family-supporting wages anchors all program services.
- **Continuous Program Improvement:** all staff participating in regular evaluation of program procedures and outcomes.

# Session Activity

- Table conversations and report-outs
  - What is applicable about the Jobs Plus model to Choice Neighborhoods?
    - What elements are you already doing?
    - What elements are you interested in doing?
  - What feels not applicable or challenging to do?

# Questions

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