

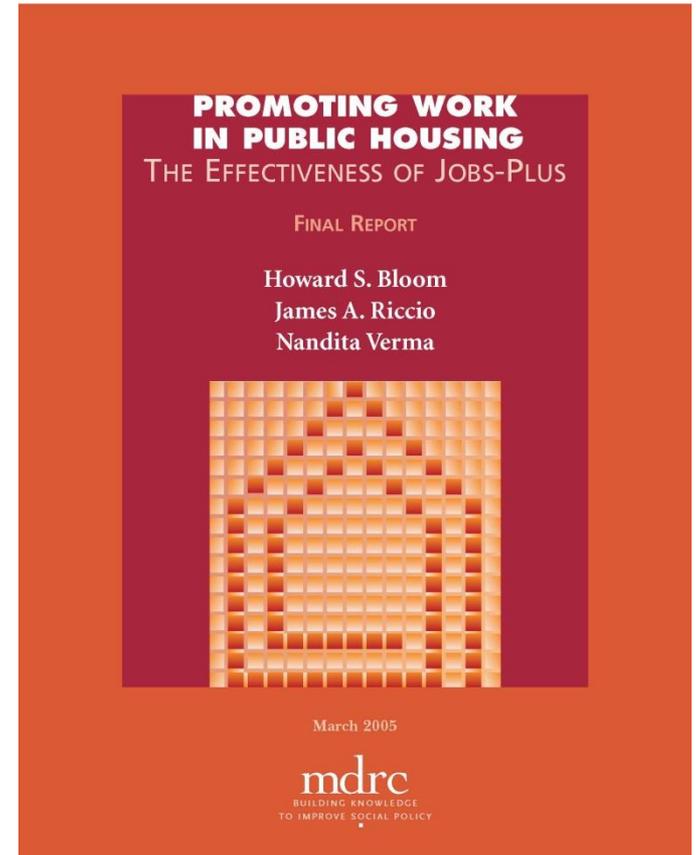
Accountability & Impact in Jobs-Plus: *Scaling up a High-Profile, Place- Based Initiative*

**U.S. Department of Housing and Urban
Development
June 17, 2015**



Jobs-Plus Model

- Demonstration '98-'03 by HUD, evaluated by MDRC.
- Place-based, “saturation” model:
- Employment Services
 - On-site job centers
- “Make Work Pay” Incentives
 - Rent rises less as earnings grow
 - Financial empowerment services
- Community Support for Work
 - Neighbor-to-neighbor outreach



Jobs-Plus Expansion

- Tested in 6 cities, 7-year follow up study found successful when fully implemented.
- CEO started piloting Jobs-Plus site at Jefferson Houses in NYC in 2009.
- SIF Jobs-Plus launched in South Bronx and San Antonio in 2011.
- NYC Young Men's Initiative expansion providing \$8.4M annually in funds for 7 new programs. HRA providing \$1.05M annually to continue Jefferson Houses program.
- Jobs-Plus is managed through an interagency collaborative that is "gold standard"



Collaborative Agencies

New York City Human Resources Administration (HRA)

- Administers cash assistance, Supplemental Nutrition Assistance Program (SNAP), Medicaid
- Serves more than 3 million New Yorkers
- Offers employment and education services, home care for seniors and the disabled, child care, adult protective services, domestic violence services, HIV/AIDS support services and child support enforcement

New York City Housing Authority (NYCHA)

- Provides decent and affordable housing in a safe and secure living environment for low- and moderate-income residents throughout the five boroughs.
- Offers residents opportunities to participate in a community, educational, and recreational programs, as well as job readiness and training initiatives.
- Through Office of Resident Economic Empowerment & Sustainability (REES), develops and implements programs, policies, and collaborations to measurably support residents' increased economic opportunities with a focus on asset building, employment, advancement, and business development.

New York City Department of Small Business Services (SBS)

- Makes it easier for businesses in New York City to form, do business, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce.
- Implements workforce development programs through a network of Workforce1 Career Centers operated by contracted service providers

Collaborative Agencies

The Center for Economic Opportunity (CEO)

- Part of the Mayor's Office of Operations
- Works with City agencies to design and implement evidence-based initiatives aimed at poverty reduction, and manages an Innovation Fund through which it provides City agencies annual funding to implement such initiatives.
- Oversees a rigorous evaluation of each program to determine which are successful in demonstrating results towards reducing poverty and increasing self-sufficiency among New Yorkers.

New York City Department of Consumer Affairs, Office of Financial Empowerment (DCA/OFE)

- Mission is to educate, empower, and protect New Yorkers with low incomes so they can build assets and make the most of their financial resources.
- Works with government agencies, community-based organizations, philanthropic partners, think-tanks, and the private sector to increase financial literacy, improve access to smart financial products and services, pilot asset-building programs, and protect against fraudulent and deceptive practices.

Agency Roles in Jobs-Plus



CEO

- Liaise with federal and other stakeholders
- Provide overall accountability
- Oversee evaluation
- Track performance data



HRA

- Manage provider contracts
- Administer program database
- Manage day-to-day program operations
- Performance Management meetings and deck preparation
- Manage and provide technical assistance and training to providers



NYCHA

- Implement Earned Income Disallowance
- Resident outreach and support



OFE

- Train sites in financial counseling
- Provide ongoing technical assistance in financial counseling



SBS

- Providers are Community Partners

Components of NYC Jobs-Plus Collaborative

- High-level buy-in and support from all agencies
- Each agency brings its set of assets and is an expert in their particular areas
- Clearly defined roles for each agency
- Collaboration among agencies throughout entire process (from NYC-based model conception to request for proposal writing to ongoing operations)
- Established protocols for communication and decision making
- Collaborative members empowered to resolve most differences among the group

Performance Management

Key Characteristics

- Standardized Data
 - Common metrics and data definitions allow for comparison against meaningful benchmarks
- Regular, systematic analysis and sharing of data among all partners and stakeholders
 - Avoid 'one-way' data reporting
- Corrective Action Plans instituted by HRA to vendors when major issues arise, and vendors must offer plan for remediation
- Specific technical assistance provided for each site

Benefits

- Identify and respond to challenges as they arise
- Identify and share best practices in real time
- Clear goals set for sites
- Acknowledge when providers are not performing up to par, but offer support when providers need technical assistance

Communication

With Vendors

- Jobs-PlusStat meeting occurs with each vendor on a rotating basis; all Collaborative agencies represented at meetings
- Mid-month report provided to vendors to show progress to goals
- Collaborative provides template for annual operating plan (lays out strategies and goals for the coming year), and vendors submit plans
- Prospecting plan: template provided by Collaborative for vendors to provide specific numbers of how they plan to reach job placement goals and in what specific employment sectors they plan to develop jobs
- Comprehensive Jobs-Plus manual provided to vendors
- Policy bulletins provided to vendors on an as needed basis to offer updates on any major new policies affecting programs
- Ongoing trainings and re-trainings provided by Collaborative, as necessary for things like systems
- Regular site visits by HRA staff to vendor sites
- Cross-functional staff meetings (e.g., all job developers meet on ongoing basis to share best practices)
- Strong learning network among providers

Among Collaborative

- Ongoing, scheduled meetings
- Ad hoc meetings as necessary to make major program decisions

Target Outcomes

Across 3 years, 4,480 residents will be placed in jobs:

Expected Outcomes at Each Jobs-Plus Site (over 3 years)	Expected Citywide Outcomes (over 3 years)
1,600 Enrolled	12,800 Enrolled
560 Placed in a Job	4,480 Placed in a Job
325 at 90-Day Retention	2,600 at 90-Day Retention
252 at 180-Day Retention	2,016 at 180-Day Retention

Target Outcomes

Across 3 years, 880 members per site achieve will at least one of the following:

Education and Other Support Outcomes	Financial Counseling Outcomes
Referral, enrollment, and completion of short term vocational training	Open a safe and affordable bank account
Increase in 1 or more National Reporting System (NRS) levels through participation in adult basic education/pre-GED, GED or ESL Class	Increase credit score by at least 35 points (for those looking to increase their credit score) or establish credit score (for those with none)
Attainment of GED	Decrease debt by at least 10%
Receipt of 1 or more work supports, including SNAP benefits, health insurance, etc.	Increase savings by at least 2% of income or establish/maintain regular saving habit.
Obtain EITC	
Referral for and receipt of the Earned Income Disallowance (EID)	
Compliance with child support for NCPs who get jobs through Jobs-Plus	
Establishment of child support order (For eligible residents without one)	
Modification of child support order.	
Referral to and use of mediation services and other services at OCSE	

Jobs-PlusStat Selected Slides

- The following slides show selections from the Jobs-PlusStat deck
- All vendor and individual information has been de-identified for the purposes of sharing with you
 - Normally, in Jobs-PlusStat, vendor information is not de-identified so that vendors can understand who is doing what well, the learning network among providers can be well-informed about best practices, and technical assistance can be directed to providers appropriately
- Annotations are added in red text to provide you with guidance as you peruse these slides



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

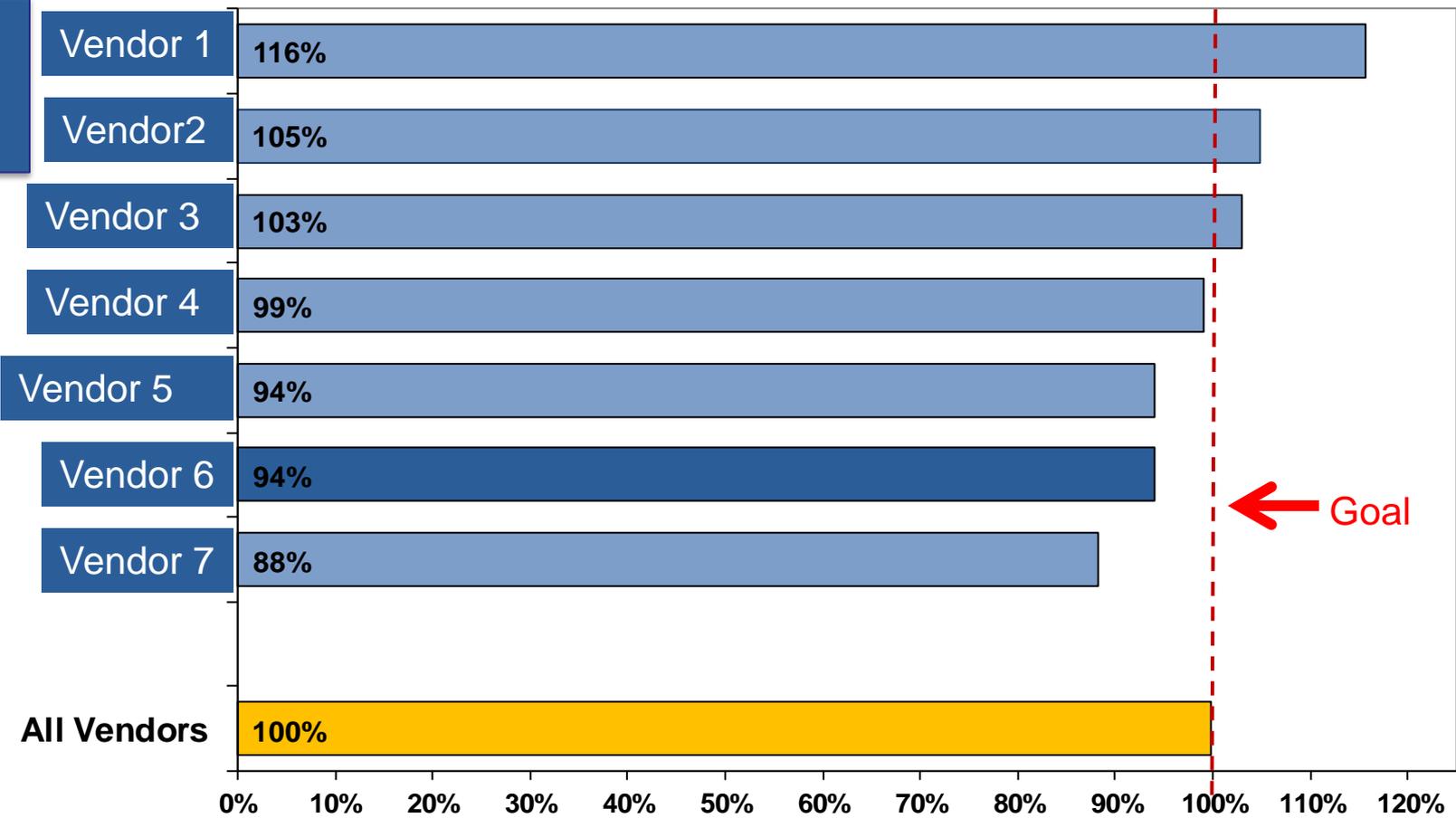
2. Current Vendor Strategies

- Success story
- Vendor presentation

Progress Towards YTD Paid Placement Goal

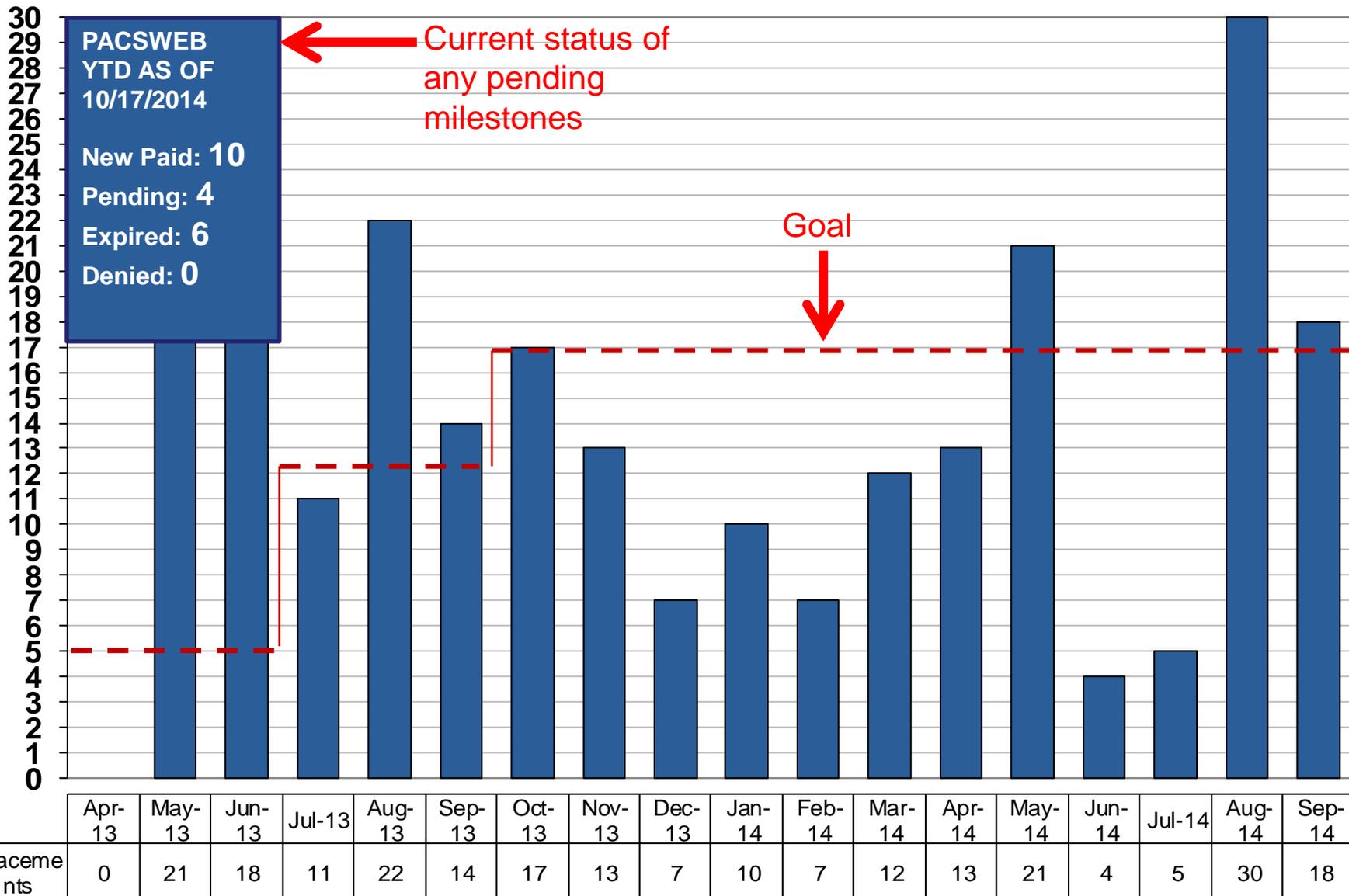
Y2 Contract Goal:
204 Per site
1,428 All sites

↑
 Larger picture of goals for the year

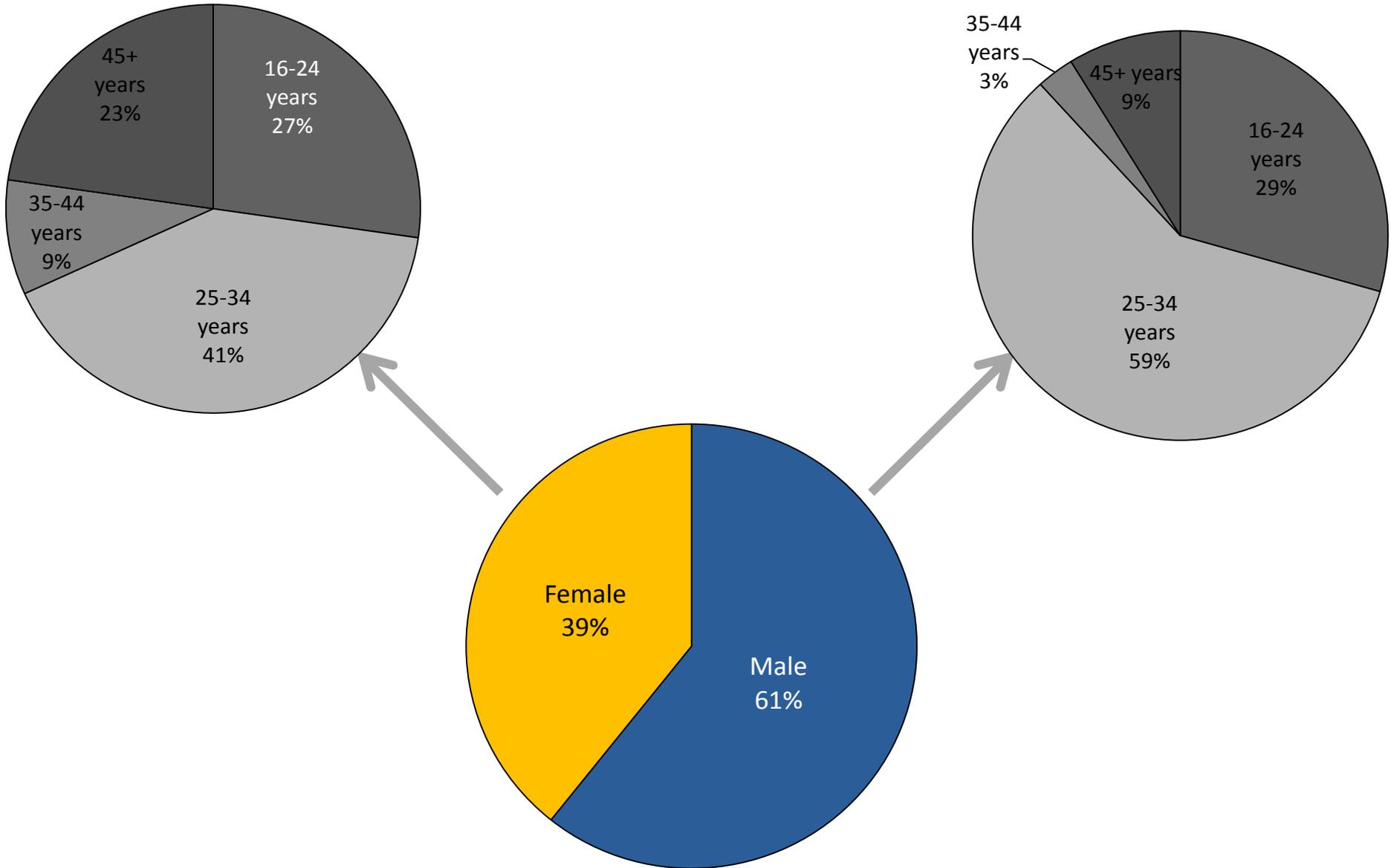


	All Vendors	1	2	3	4	5	6	7
Annual Goal	1,428	204	204	204	204	204	204	204
YTD Goal	714	102	102	102	102	102	102	102
Performance as of 9/30/14	713	90	96	96	101	105	107	118
Percent of YTD Goal Achieved	100%	88%	94%	94%	99%	103%	105%	116%

Vendor Monthly Progress Towards Paid Placement Goal



Demographic Breakdown of Vendor Paid Placements (3 Months)



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%
TOTAL	96	100%	617	100%	713	100%

Top 10 Employer Information (CTD)

Employer Name	Vendor Last 3 Mo#	Vendor Total #	Vendor Total %
1 – Employer 1	19	70	28%
2 – Employer 2	0	5	2%
3 – Employer 3	0	5	2%
4 – Employer 4	2	4	2%
5 – Employer 5	0	4	2%
6 – Employer 6	0	3	1%
7 – Employer 7	2	3	1%
8 – Employer 8	3	3	1%
9 – Employer 9	0	3	1%
10 – Employer 10	2	3	1%
TOTAL	28	103	42%

Employer
relationships



Rate of Multiple Placements

Single Placements: **47%**

2-3 Placements: **18%**

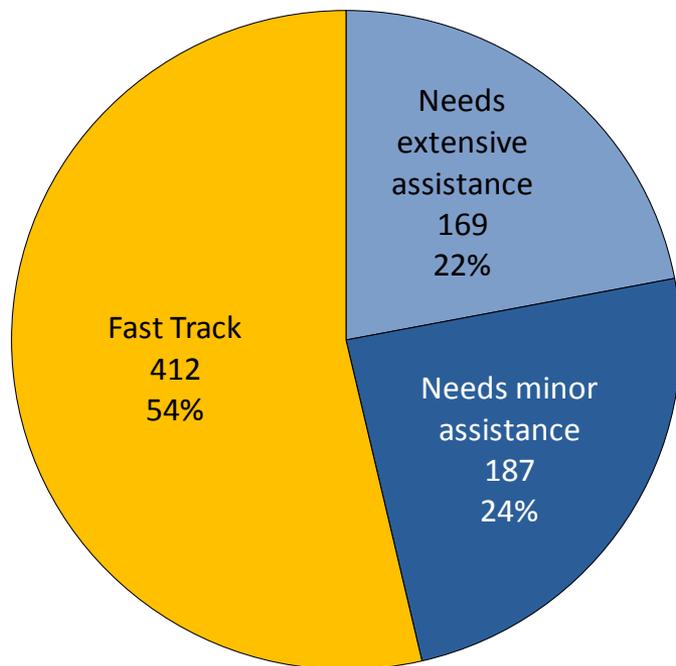
4+ Placements: **35%**

Median Wage (3 Month Average)



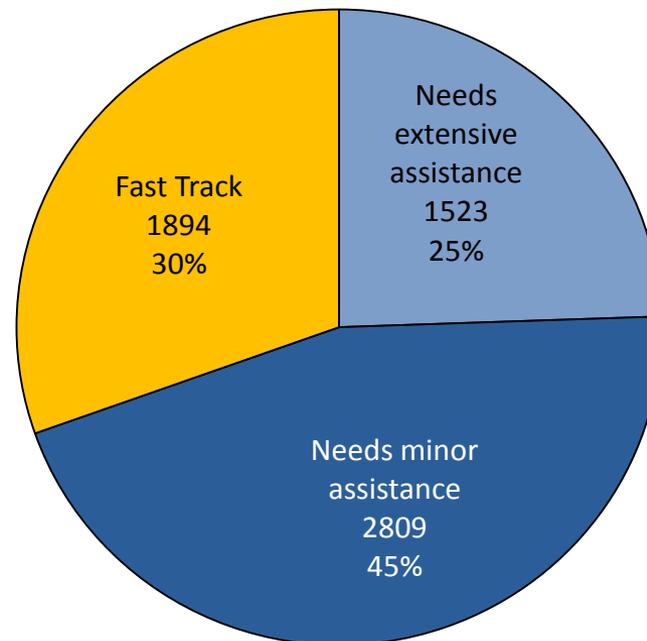
Fast Track Membership Status (CTD)

Vendor Breakdown



Total Members: 735
 Members with Status: 768
 Members without Status: 0

All Vendor Breakdown



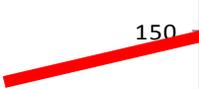
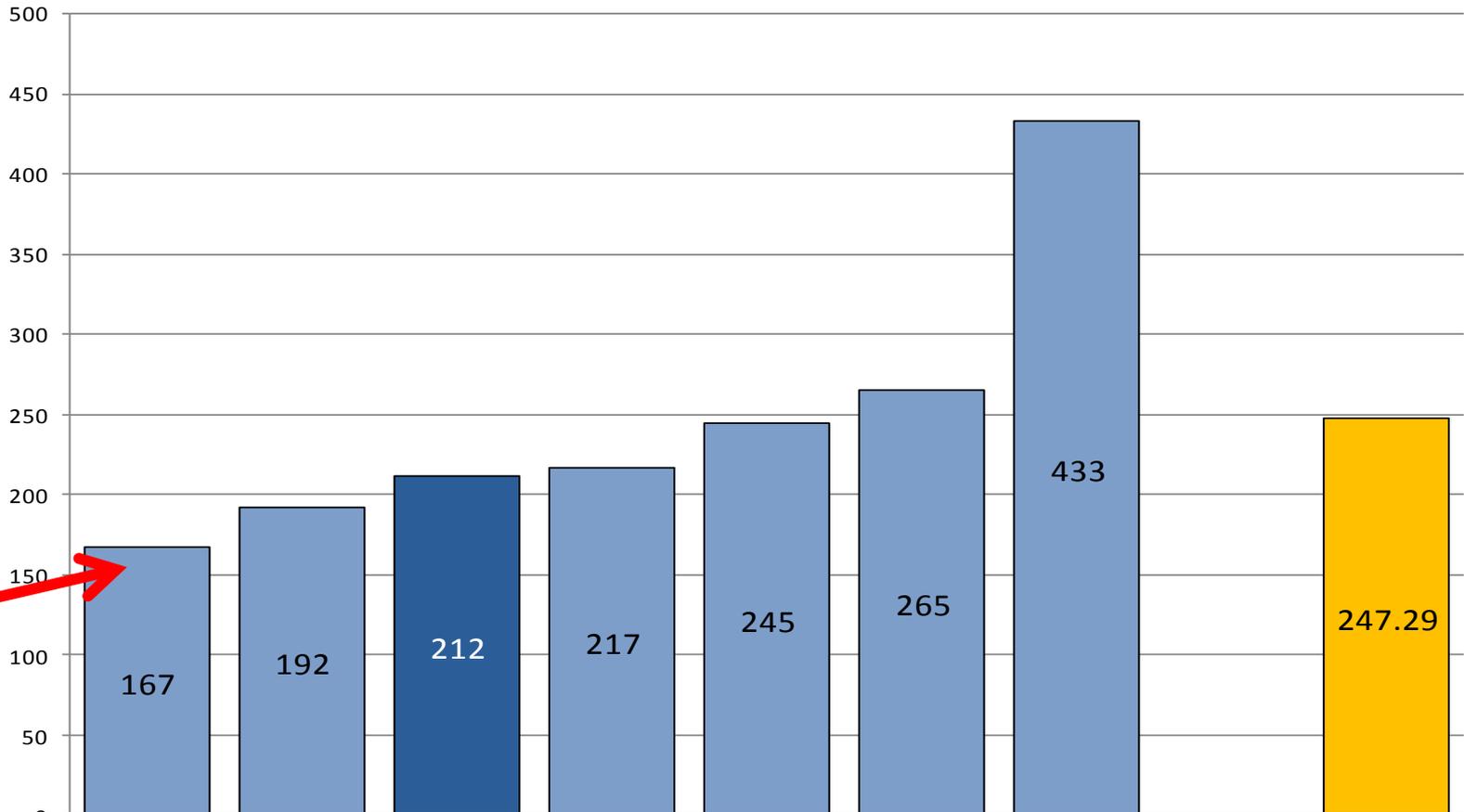
Total Members: 6562
 Members with Status: 6226
 Members without Status: 336

Cumulative Members Achieving Employment & Advancement 880 Outcomes (YTD)

Y2 Contract Goal:
300 Per site
2,100 All sites



Larger picture of goals for the year



Visual representation but also numbers to provide context



	1	2	3	4	5	6	7	All Vendor Average
TOTAL	335	337	398	485	417	396	639	429.57
Y1 Total	168	145	186	268	172	131	206	182.29
YTD Cumulative	167	192	212	217	245	265	433	247.29

Please note the number of outcomes is based on # of people achieving outcomes.

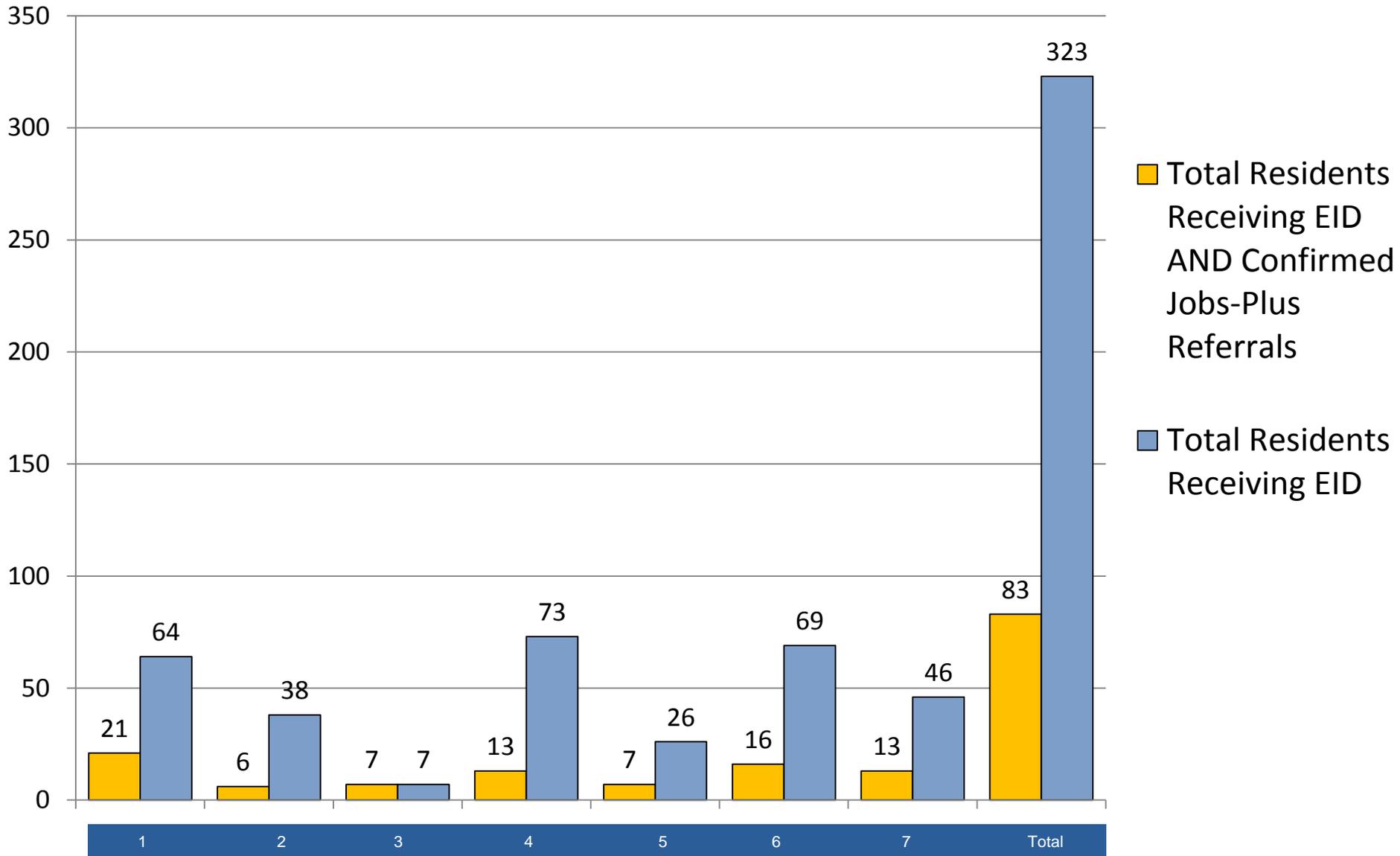
Outcome Ranking Breakdown (YTD)

Shows YTD but also last 3 months so discussion can be current

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)	15	53	10
11 – TABE Increase / Adult Basic Education	7	2	2
TOTAL	208	1866	1014

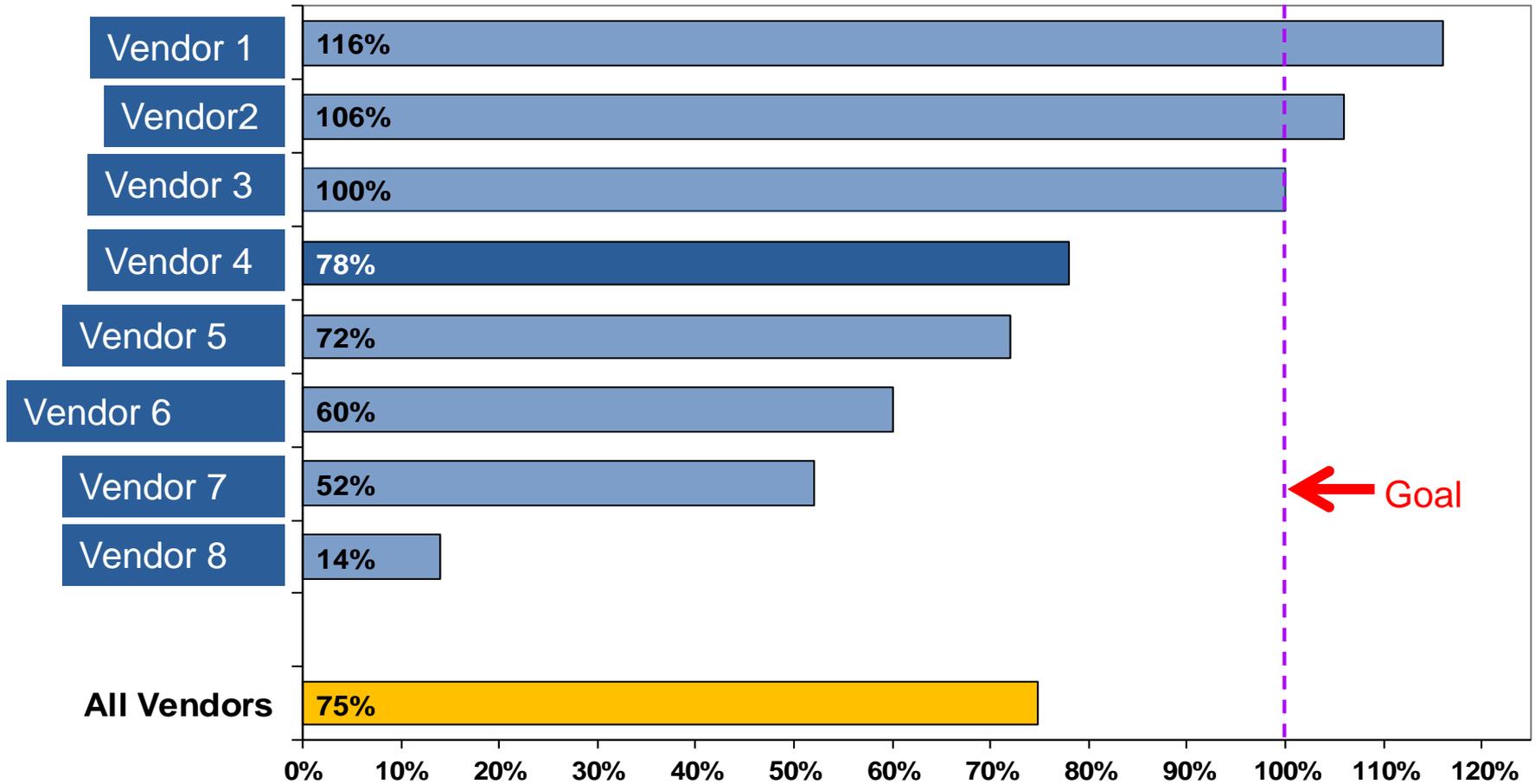
Please note these numbers are based on # of outcomes.

EID Receipt Total within Developments (YTD)



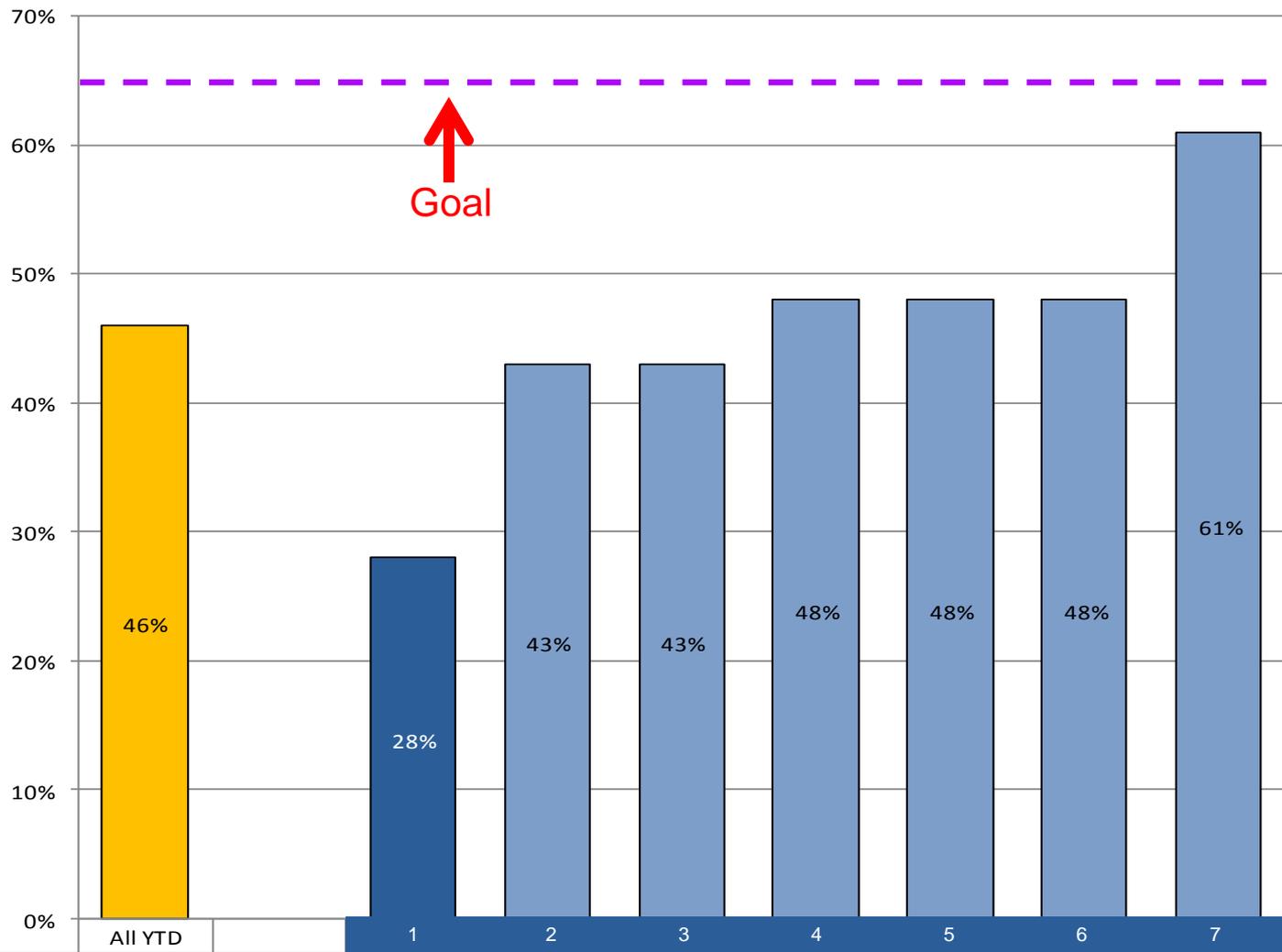
Note: This data is provided by NYCHA

New Jobs-Plus Members (YTD)



	All Vendors	Average	1	2	3	4	5	6	7	8
Annual Goal	4,800		600	600	600	600	600	600	600	600
YTD Goal	400	50	50	50	50	50	50	50	50	50
Achieved (4/30/2015)	299	37	7	26	30	36	39	50	53	58
Percent of YTD Goal Achieved	75%		14%	52%	60%	72%	78%	100%	106%	116%

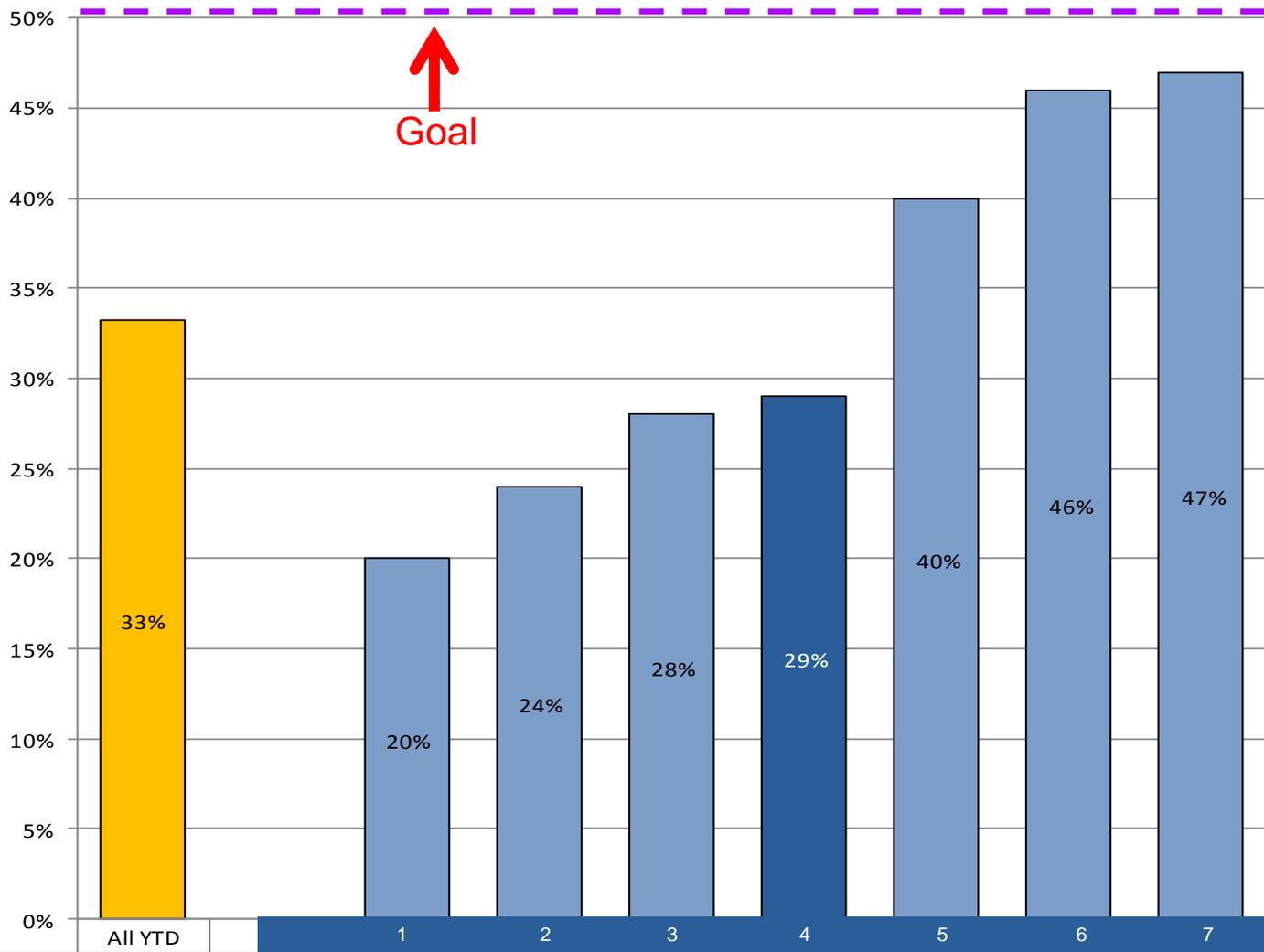
Progress Towards 90-Day Retention Vendor Comparison (3 Mo Avg)



Job Retention Rate	46%		28%	43%	43%	48%	48%	48%	61%
Paid Placements (2/1/2014 - 4/30/2014)			39	49	35	40	46	44	46
Cumulative Retention Rate	50%		46%	50%	51%	50%	50%	52%	51%

Please note these numbers are based on Job Start Date.

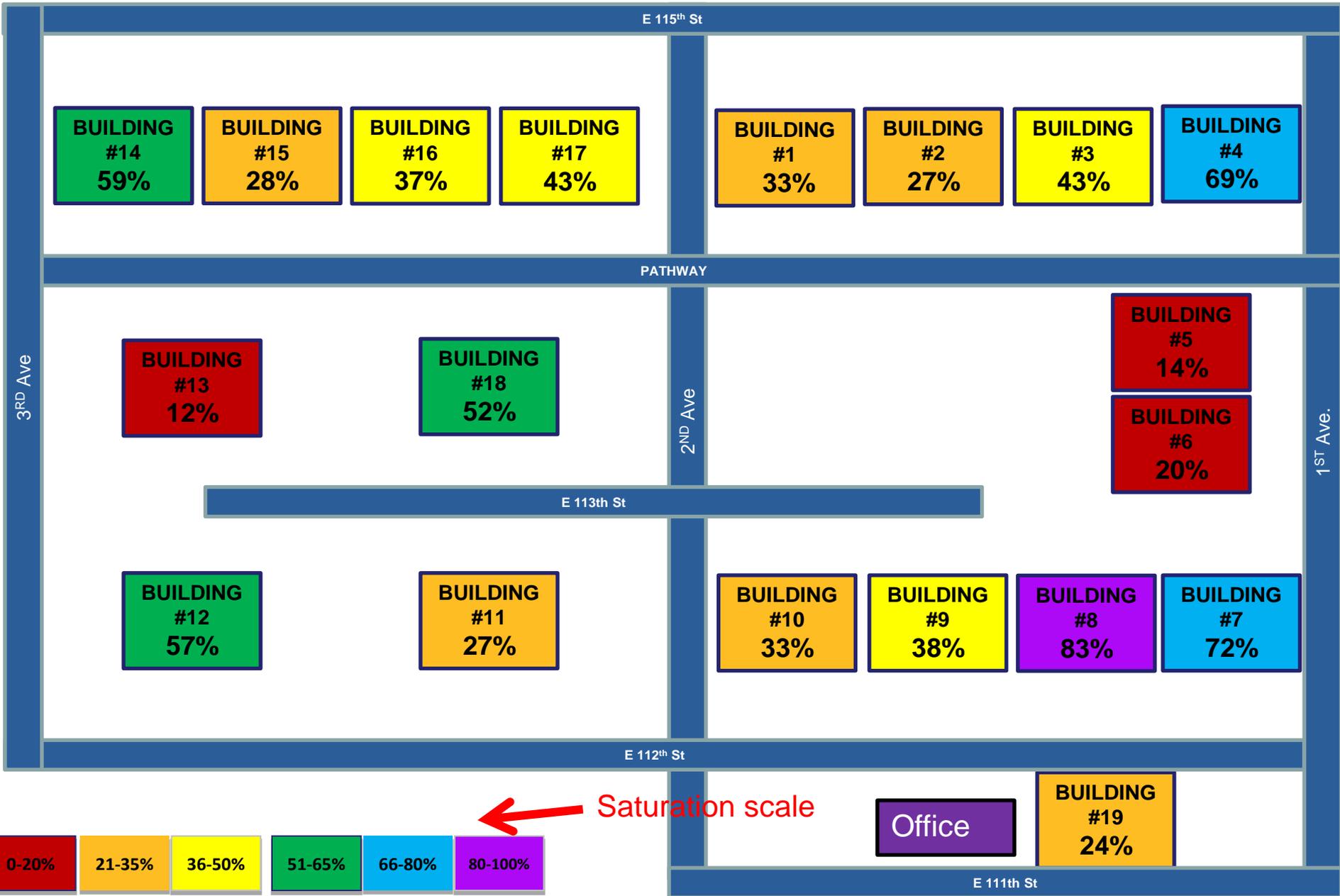
Progress Towards 180-Day Retention Vendor Comparison (3 Mo Avg)



Placement Retention Rate	33%		20%	24%	28%	29%	40%	46%	47%
Paid Placements (11/1/2013 - 1/31/2014)			54	71	39	28	50	54	49
Cumulative Retention Rate	40%		32%	38%	32%	40%	45%	50%	48%

Please note these numbers are based on Job Start Date.

Development Saturation Slide



Success Story

Name: Jane Doe

D.O.B.: 06/02/1978

Sex: F

Membership Start Date: October 15, 2010

Development of Residence:

Jane Doe has been a member of Job Plus since October 15, 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.

Job Development Strategy

Restructured job readiness skills for the under employed/unemployed, increased marketing for job opportunities to members/residents interested in employment enhancement opportunities.

Continued Steps:

- Increase individual accountability of employment coordinators
- Reduce self-placements
- Re-introduce regular job development calls
- Leverage position as a WF1CC provider to obtain additional employer commitments through the borough WF1CC
- Deployment of Talent Markets platform

Community Support for Work Strategy

Continue emphasis on training, employment opportunities, and wrap around services via social media, development marketing, and community stakeholders.

Continued Steps:

- Marketing strategies to increase resident enrollment.
- ✓ Increase training opportunities for high demand industries
- ✓ Refer a friend incentives

Forklift Operator

Scaffold Support

OSHA 10 Construction

Security Guard

NRF

Food Handlers

AHLEI Hospitality Training

Work Supports Strategy

Continued focus on efforts to increase awareness of banking services, saving and debt reduction. Emphasize Jobs-Plus Services during outreach/reengagement efforts. Increased emphasis on benefits enrollment (15 food stamps applications completed within the reporting period).

Continued Steps:

- Continue outreach efforts to JP members addressing financial goals previously committed to

NYCHA Relationship Review

During this quarter, we've met with NYCHA Management and discussed the following:

Meeting with new Development Superintendent, Mr. Green

- Discussion of outstanding repair requests
 - Safety Issues
 - Parking lot - Designated for residents & staff
 - Parking gate lock - New lock installed
 - Outside lighting around the perimeter of the office - Fixed
- Resident Day 8/9/2014
 - 79 Touches
 - Donations from Community Business
- Outreach concerns
 - Informing new caretakers of not tearing down Jobs-Plus flyers
- NYCHA newsletter

Technical Assistance Summary

Program site is currently receiving technical assistance regarding the following:

- Employment/Fulfillment strategies.
- Strategies to increase retention/goal setting (positive impact)
- Restructured job readiness flow.

Feedback:

- Staff has adapted well to changes made to increase continuity amongst units, as well as clarity regarding the importance of each role to achieve year 2 goals.

More Information

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