
#OYEwebinar | June 10, 2015 | 1:30 to 2:45 p.m. CT
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#OYEwebinar | June 10, 2015 | 1:30 to 2:45 p.m. CT
Today’s Speakers

Chris Warland
Associate Director for Field Building
Heartland Alliance’s National Initiatives on Poverty & Economic Opportunity

Lili Elkins
Chief Strategy Officer
Roca, Inc.

Caitlin C. Schnur
National Initiatives Coordinator
Heartland Alliance’s National Initiatives on Poverty & Economic Opportunity

Dana Emanuel
Social Enterprise Operations Manager
Bright Endeavors
National Initiatives on Poverty & Economic Opportunity

We are dedicated to ending chronic unemployment and poverty.
Housekeeping

• Use the Questions/Chat box to send a question.
• Q & A session @ the end of the webinar.
• Video & slides will be made available on our website.
• Tweet with us! #OYEwebinar
Why create this resource? Why now?

Momentum in policy, practice, funding, and research—but we need to make sure those youth who need help the most are not left behind.
How were these recommendations determined?
Impacts of Youth Employment & Unemployment

- Future employment & increased earnings
- Increase family income
- Increase health & positive relationships
- Decrease justice system involvement
- Support transitions to education
- Avoid costs to society
#1: **Target & Reach Youth Who Can Benefit Most**

Target intensive services to youth facing the greatest barriers & **reach out to youth** who don’t seek services on their own.
#2: Design **Program Engagement** to Align with the **Realities** of Serving Youth

Engage with youth for **as long as it takes**.

Offer multiple chances to fail and try again.
#3: Address the Unique Developmental Needs of Opportunity Youth

Meet youth “where they are.”

Apply therapeutic concepts to employment services:

- Change theory
- Motivational Interviewing
- Trauma-informed care
#4: Offer **paid** employment opportunities

Real work for **real pay** delivers experience and skills, and can be a powerful engagement tool.
#5: Build **trusting** relationships

Trusting relationships are critical and take time to build, especially with youth who have experienced trauma.
#6: Educate employers

Address preconceptions and equip them to facilitate success
NEXT UP: ROCA

Lili Elkins
Chief Strategy Officer
Roca, Inc.
Roca’s Intervention Model and Transitional Employment – Breaking the Cycle of Incarceration and Poverty

Presented by: Lili-An Elkins
June 10, 2015
Why We Are Here

Roca’s Mission: To disrupt the cycle of incarceration and poverty by helping young people transform their lives.

There are three concepts that drive our culture and our work with young people:

• **CHANGE IS POSSIBLE** -- we need to do everything we can to help people learn, practice, and change behaviors they need to become self-sufficient and stay out of harm’s way

• **THERE IS NO PROGRESS WITHOUT A JOB** —we need to do everything possible to help our young people learn the behaviors and gain the skills they need to successfully retain long term employment

• **JAIL IS NOT AN OPTION**—we must work rigorously to help people change behaviors and learn how to go to work so that we do not lose them to jail or death
Who We Serve

Roca’s Target Population:

• Young men
• 17-24 years old
• Justice Systems Involved or Juvenile Justice Systems involved who are assessed as high risk for long term adult criminal justice system involvement (those young men with a felony charge in their background or those at risk of obtaining a felony charge)
• No work history

• REFERRALS COME FROM THE COMMONWEALTH AS PART OF AN RCT OR THROUGH COMMUNITY PARTNERS AND STREET OUTREACH
Why These Young Men: Incarceration Rates and High Risk Young Men

- Mass incarceration in the United States has reached an unprecedented level. With only a fifth of the globe’s total population, the U.S. houses 25% of the world’s prisoners.

- Today, roughly 1 in 31 Americans under corrections control - 2 million people in prisons and jails and an estimated 7 million on probation and parole.

- Incarceration, Violence and Poverty are tied to Race
  - 1 in 106 white men ages 18 and up is incarcerated in the US
  - 1 in 36 Hispanic men 18 and over is incarcerated in the US
  - 1 in 15 Black men ages 18 and over is incarcerated in the US
  - 1 in 9 Black men between the ages of 20-34 are in jail or prison. (Pew Center for the States)

- Roca only works with the highest risk young men, those that are the drivers of violence and incarceration in our communities. Our choice to work with these young men is based on the Risk Principle.
What We Are Accountable For

**Intermediate Outcomes—2, 3, 4, years from enrollment**
- Educational Gains
- Employment Placement/Retention
- No New Arrests
- No New Technical Violations

**Long term Outcomes—5 years from enrollment**
- No Re-Incarcerations
- Retained Employment

Note: Roca tracks data throughout a young person’s engagement.
Roca’s **High Risk Youth Intervention Model** is based on a framework for change used in medical and mental health fields and includes:

- **Relentless Outreach and Follow Up** all the time
- **Transformational Relationships** (our intensive case management model)
- **Stage-Based Programming** toward economic independence (life skills, educational, pre-vocational, and employment programming – including transitional employment) and,
- work with **Engaged Institutional Partners**
A Framework for Change

Change is a process that happens over time and in stages. These Stages of Change* include:

- **Pre-Contemplation** = No
- **Contemplation** = Maybe
- **Planning** = Getting Ready
- **Action** = Acting Differently
- **Sustaining** = More Than 51%

As change is often difficult for any of us, **Relapse** is often part of the process and can happen at any point in the stages of change.

*Roca has taken Prochaska’s stages of change and adapted them for a very high-risk youth development model. Backed by evidence from multiple disciplines (e.g. substance abuse, medicine, harm reduction, etc.), promoting young people through the stages of change allows them to develop the intrinsic skills, desires, and capacities to successfully move towards safety and economic independence.
Pathway to Outcomes

**PATHWAY OUT OF VIOLENCE & POVERTY**

**Phase 1 Transformational Relationships** (Intensive engagement phase)
- Retentess Outreach and Follow Up
- Phase 1 Stage Based Programming
  - Engagement Activities (includes sports or social activities)
  - Pre Vocational Training Activities (1x trainings)
  - Drop In Life Skills Groups
  - Basic Education Literacy, GED, ESL
  - Basic Transitional Employment

We go out and find the young people who are unable to participate in job or school. We bring them into programming.

**Phase 2 Transformational Relationships** (Intensive Behavior Change Phase)
- Phase 2 Stage Based Programming
  - Prevocational trainings (4x and 10x)
  - Life Skills Groups
  - Education – GED and ESL
  - Basic Transitional Employment
  - Advanced Transitional Employment
  - Job Development
  - External Trainings for Field Recognized Certifications
  - Connections to Employment & Post Secondary Education

We build relationships with young people, provide programming and help them show up until they are ready to show up for themselves.

**Phase 3 Transformational Relationships** (Supporting Sustainment of Outcomes)
- Phase 3 Stage Based Programming
  - Advanced employment opportunities
  - Assistance moving on career pathways
  - Education – GED, ESL
  - Formal Vocational and/or Educational Training
  - Life Skills/Living Out of Harm’s Way Supports

Young people are ready to show up for themselves, and make changes to move themselves out of violence and into jobs.
Transitional Employment

- **Basic Transitional Employment**
  - Line of site supervision
  - Work crews of 5 to 7 young men and one supervisor
  - 12-15 months to get 60 consecutive days of work
  - Maximum engagement 18 months
  - Failure built into the process through rehire

- **Advanced Transitional Employment**
  - More advanced targeted crews
  - Individual placements and/or small crews (3 young people and a supervisor)
  - Assignments for up to 3 months for those who need a bit more training before entering unsubsidized labor market
Transitional Employment

Additional Notes

• Work crews are marketed to local municipalities housing authorities and businesses.

• Roca maintains a retained revenue account in the Commonwealth’s budget that allows for no-bid contracting (although no money is tied to the account)

• Work crews focus on property maintenance, custodial work, painting, snow removal, landscaping, etc.
Project Outcomes: Breaking the Cycle of Incarceration

Roca’s Intervention Model

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<thead>
<tr>
<th>2 Years: Intensive Services</th>
<th>2 Years: Follow Up</th>
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<tbody>
<tr>
<td>Engagement</td>
<td>Sustainable Employment</td>
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<td>Behavioral Change</td>
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FY 14 Outcomes for Very High Risk Young Men

- In FY14, Roca served a total of 494 young men
  - 80% (348) were retained and remain actively engaged
  - 82% of all participants in Phases I and II were engaged in Stage Based Programming
    - 76% were engaged in life skills/engagement programming
    - 61% were engaged in employment programming
    - 61% were engaged in pre-vocational programming
  - 248 unduplicated participants were served in Transitional employment

- FY14 Phase 3 Intermediate Outcomes
  - 92% had no new arrests
  - 95% had no new technical violations
  - 85% retained employment for a minimum of six months
Roca’s Record of Reduced Incarceration and Increased Employment

**Incarceration**
- **Roca Study**
  - 65% Reduction
  - 65% Benchmark
  - 22% Served by Roca
- **State Study**
  - 55% Reduction
  - 55% Benchmark
  - 37% Served by Roca

**Employment**
- **State Study**
  - 100% Increase
  - 22% Benchmark
  - 44% Served by Roca
NEXT UP: BRIGHT ENDEAVORS

Dana Emanuel
Social Enterprise Operations Manager
Bright Endeavors
WHO WE ARE

Bright Endeavors is a social enterprise of New Moms, that “lights the way” for adolescent mothers, who receive coaching, guidance, and on-the-job-training while producing premium soy candles and bath products.
WHO WE SERVE

Our umbrella agency New Moms serves two generations – adolescent parents (ages 13-24) and their children who live in Chicago.

- **100%** are pregnant and/or parenting
- **80%** have dropped out of school
- **70%** are victims of abuse
- **100%** live in poverty, 48% experiencing homelessness
- Average literacy is at the 4th **grade** reading level
OUTREACH & INTAKE

• Targeted, intentional, multi-lingual outreach & recruitment
• Our best referral source is word-of-mouth from past participants!
• Screen IN, not OUT

WRAPAROUND SERVICES

New Moms’ offers 3 programs; participants can take advantage of any or all:

• Housing at New Moms’ new facility
• Home visiting, parent support groups & doula services
• Workforce development with training at Bright Endeavors
WORKFORCE DEVELOPMENT PHASE 1

CLASSROOM TRAINING

• 5-week unpaid training
• Employment Coach
• Transportation, clothing incentives
• Assessments, goal-setting activities
• Career research & career outings
• Resume building, mock interviews
• Financial literacy curriculum
• Soft skills training: teamwork, initiative, conflict resolution, communication, professionalism
WORKFORCE DEVELOPMENT PHASE 2

- 8-week paid training, making & selling soy candles
- Customer service & sales experiences at off-site events
- Small business training
- Individualized coaching & real-time feedback from Bright Endeavors staff and participant’s Employment Coach
- Job leads, career outings, guest speakers
- Mid-point and final one-on-one performance evaluations
- Transferrable skills & resume-building employment experience
WORKFORCE DEVELOPMENT PHASE 3

JOB CLUB

For participants who graduate Bright Endeavors without securing a job or educational program, Job Club offers:

• 3x week meetings
• Cultivated job leads & career outings
• Ongoing mentoring & relationship with Employment Coach
• Transportation cards and shopping in professional clothing closet
PROGRAM ELEMENTS WITH OPPORTUNITY
YOUTH IN MIND

• Staff trained in Stages of Change, strengths-based approach, motivational interviewing & trauma-informed care

• Participants “commit” to program policies
  *Excess “Broken Commitments” result in coaching sessions, possible withdrawal. Participants are encouraged to apply for re-entry.

• Ability to “pause program” or take maternity leave

• Tangible incentives

• Frequent career exposure

• Celebrate success and achievement publicly

• Daily rituals define and lift up organizational values of “community” & “appreciation”

• Retention services for graduates
EMPLOYER PARTNERSHIPS

Growth area for Bright Endeavors this year:
• Adding Job Developer role to staff
• Developing strong industry pipelines & connections
• Grow corporate partners: as private-label customers, preferred employers, career outing hosts, volunteers, and institutional funders
• Additional retention services and incentives
RESULTS AT BRIGHT ENDEAVORS

- Provide coaching, guidance and on-the-job training
- Instill confidence, professionalism and responsibility in participants
- Empower adolescent mothers for economic independence

44 job placements this year-to-date out of 93 enrolled (47%)

76% retain employment for one year or more

Average income increases 3.5 times at exit, with annualized tax contributions over $12,000
Bright ENDEAVORS
a social enterprise of New Moms Inc.

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Questions...?
Next Steps

The webinar recording & slides will be available on our website, and we’ll also email them to you.
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