



Connecting Youth Experiencing Homelessness to Employment

POLICY, PROGRAMS, & PRACTICE

A WEBINAR

HEARTLAND ALLIANCE

NATIONAL INITIATIVES



#ConnectingYouth

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POLICY, PROGRAMS, & PRACTICE

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#ConnectingYouth

Today's Speakers



Mindy Mitchell

Program and Policy Analyst
National Alliance to End Homelessness



Megan Gibbard

Director
A Way Home America



Caitlin C. Schnur

Policy Associate
Heartland Alliance's National Initiatives on Poverty & Economic Opportunity



Linda Kramer

Chief Executive Officer
Daybreak Dayton



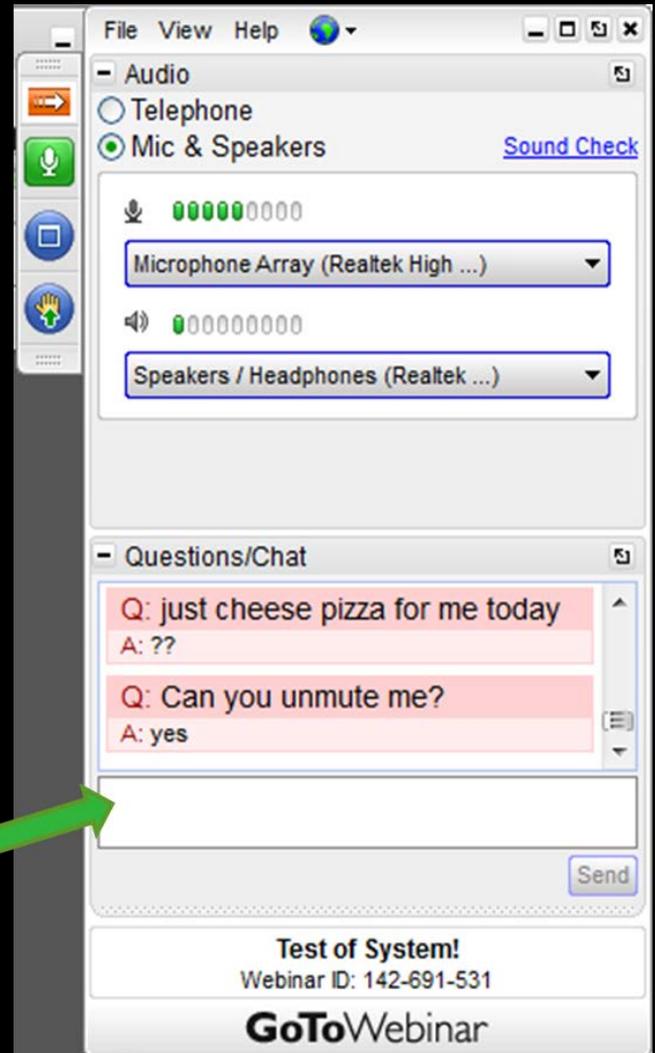
Gabrielle Caverl-McNeal

Assistant Director of Workforce Development
New Moms/Bright Endeavors

Housekeeping

- Use the Questions/Chat box to send a question.
- Q & A session @ the end of the webinar.
- Video & slides will be made available.

Ask a question!



National Initiatives on Poverty & Economic Opportunity

We are dedicated to ending chronic unemployment and poverty.



National Center on Employment & Homelessness (NCEH)

NCEH works to ensure that employment in quality jobs is a key element in preventing and ending homelessness.



& with that...

NEXT UP:

MINDY MITCHELL

National Alliance to End Homelessness





National Alliance to
END HOMELESSNESS

Mindy Mitchell

NAEH

Program & Policy Analyst

Systemic Response to Youth Homelessness: Employment Is Key!

RESEARCH AND EDUCATION • INFLUENCING FEDERAL POLICY • BUILDING LOCAL CAPACITY

What Causes Homelessness?

****Housing Costs > Income****

(lack of affordable housing + poverty and)

Also consider:

- Family conflict
- Racial inequality
- Systems involvement
- IPV
- Health

But...



What Ends Homelessness?

HOUSING!

**HOUSED PEOPLE
ARE NOT HOMELESS**



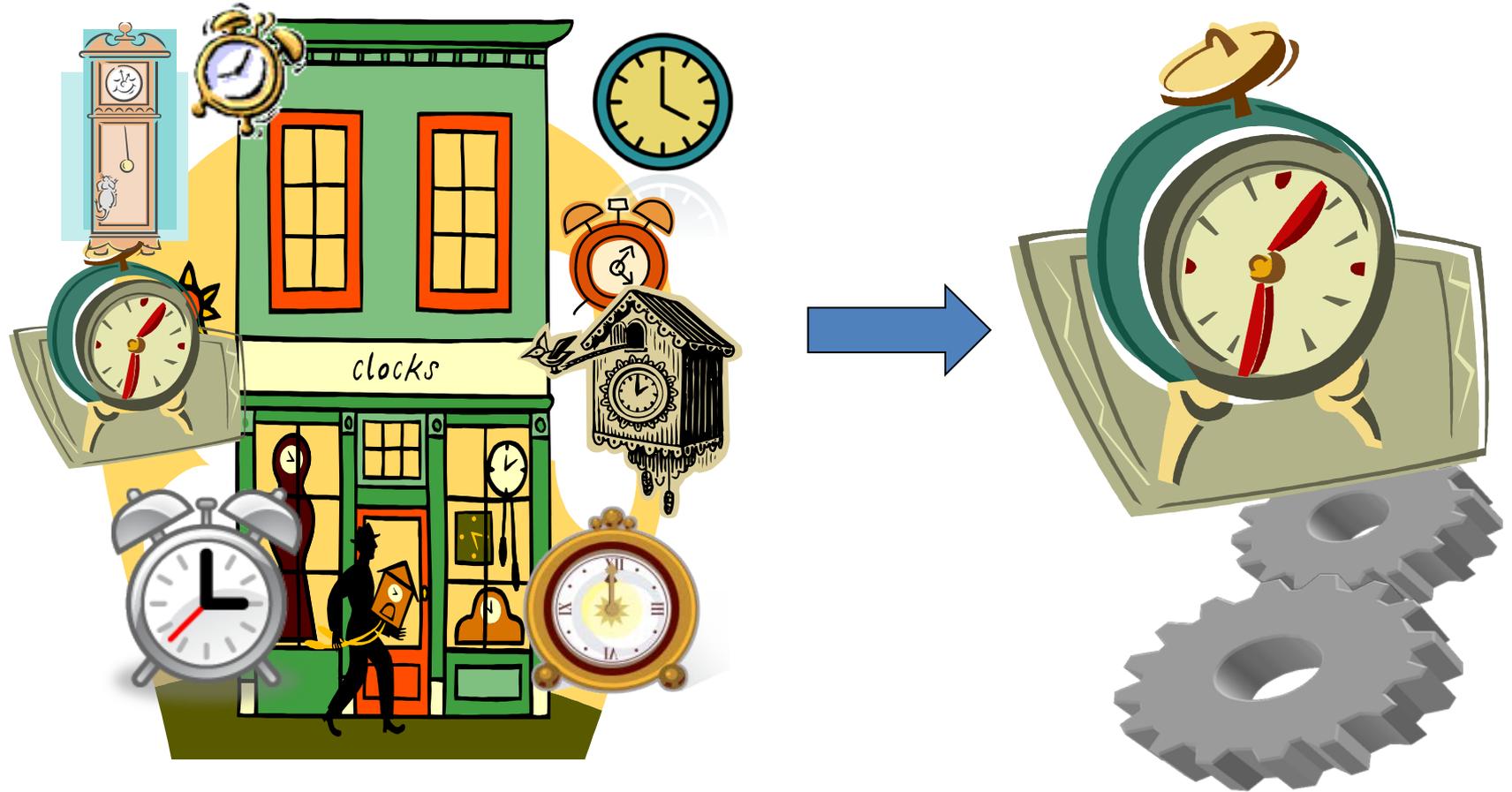
And...

*** Increasing
income!**



Crisis Response System

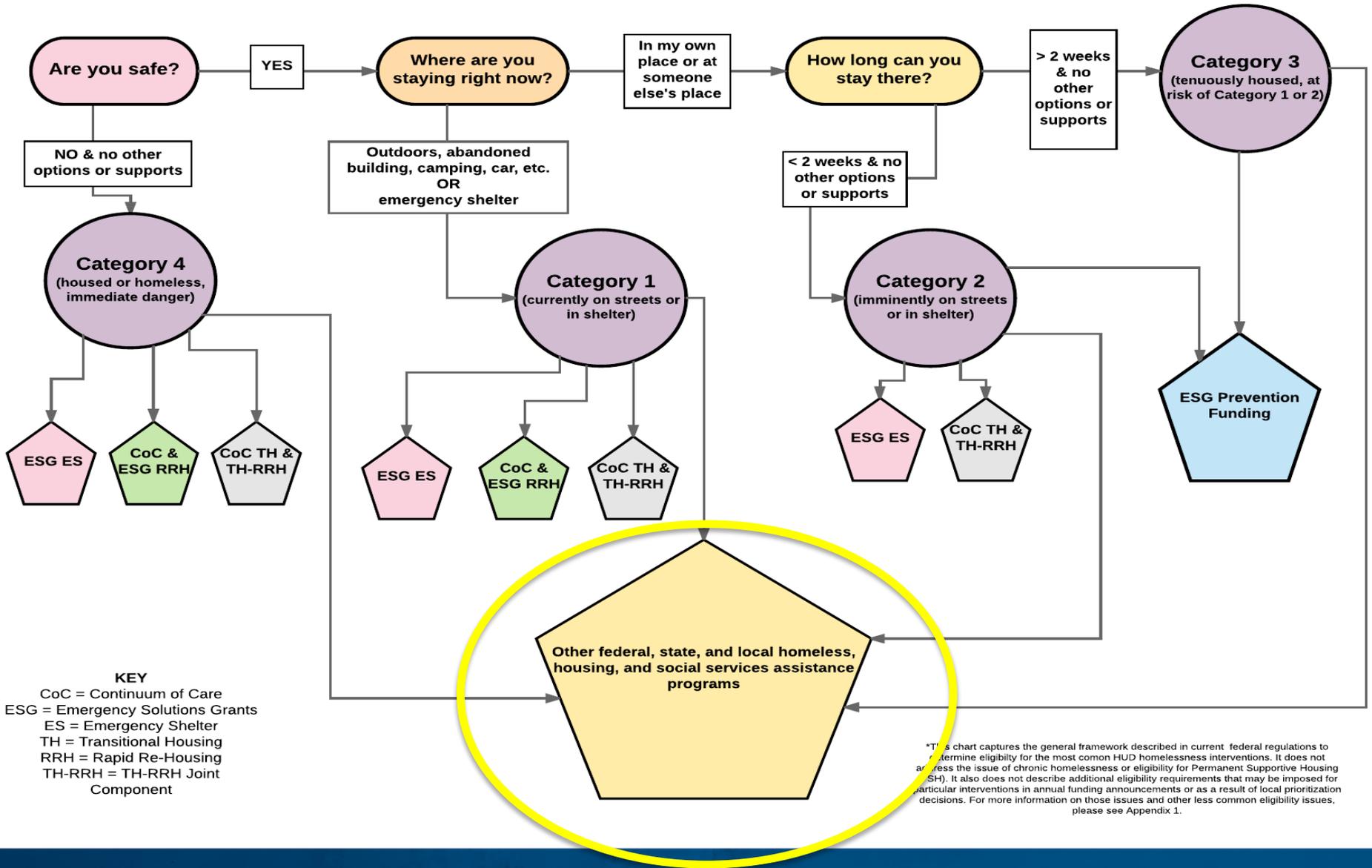
Systemic Approach



HEARTH Act System Performance Outcomes

- **Reduce** overall homelessness
- **Reduce** the number of people who become homeless
- **Reduce** the length of time people spend being homeless
- **Reduce** returns to homelessness
- **Increase jobs and income**
- **Thoroughness** in reaching homeless population
- Other accomplishments on reducing homelessness

Simple* Chart for Determining Eligibility for HUD Homeless Assistance Programs



Community Connections



Thank you!

Questions?

Email me!

mmitchell@naeh.org



NEXT UP:
MEGAN GIBBARD
A Way Home America



A Way Home America





Our Values



- **We partner with young people as equals in our movement.**
- **We promote racial justice and LGBTQ equity.**

We practice these values in all of what we do together.

Our Work in 2017



- **Policy: Utilize our collective voice**
- **Practice:**
 - **AWHA Community Dashboard**
 - **10 More 100-Day Challenges**
 - **Support collective learning**
- **Communications: Promote strategic issue framing**

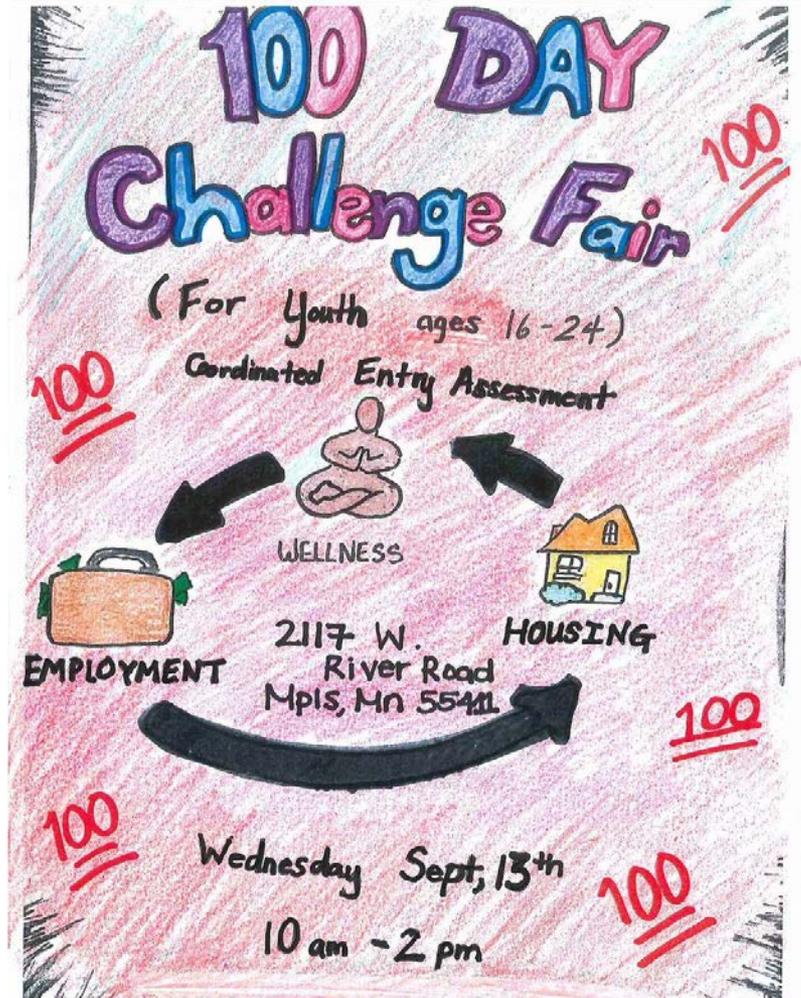
Hennepin Co 100-Day Challenge



100-day challenge update:

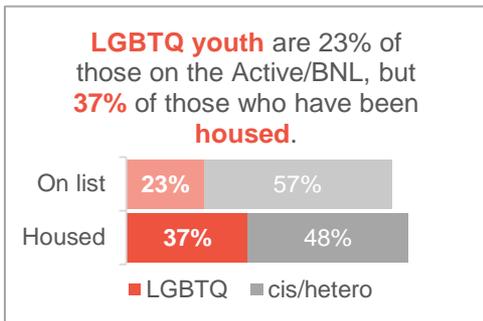
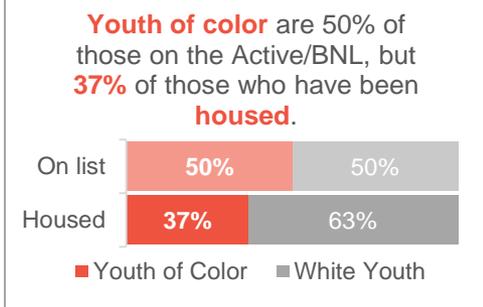
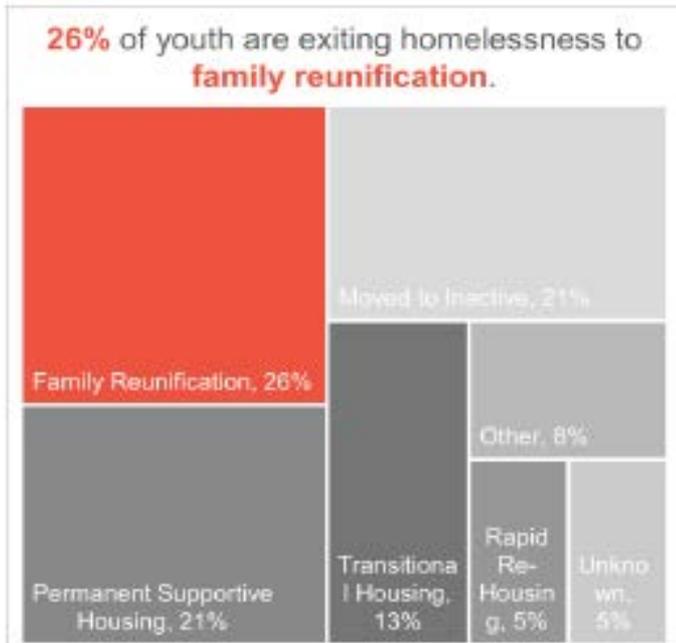
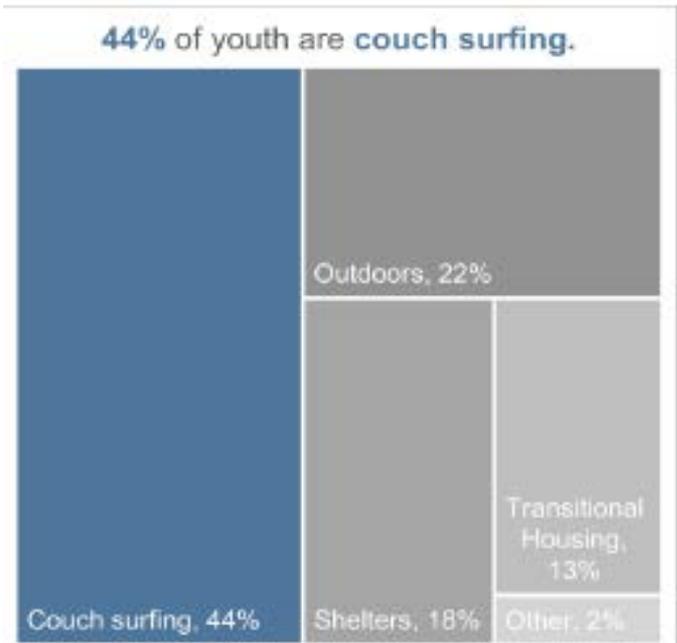
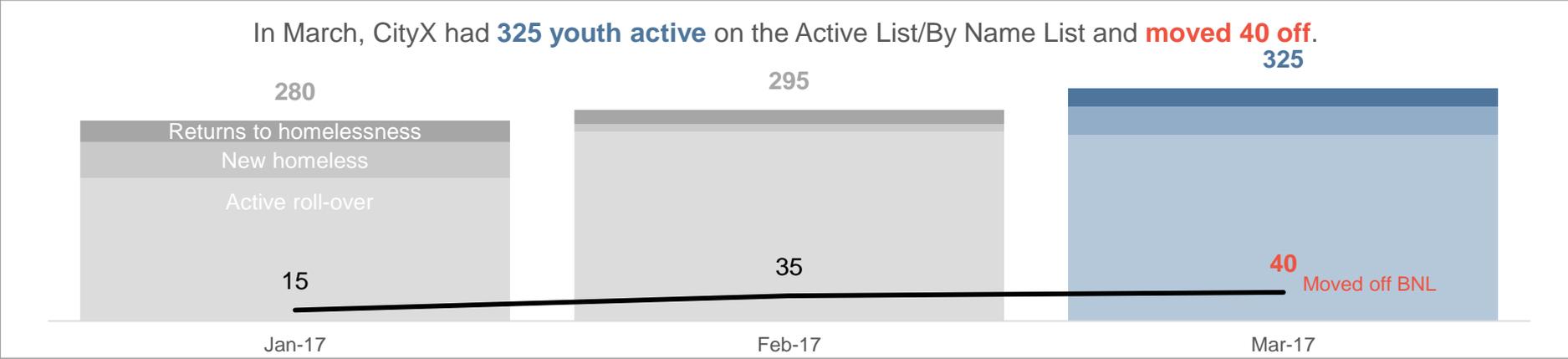
103 
housed
39 
employed

[As of 9/18/17]



Ending Youth Homelessness: CityX | April 2017

In CityX, youth are added to the Active List/BNL when they complete a housing assessment. Any youth who identifies as needing housing may do a housing assessment, regardless of where they are currently staying.



Exit destinations reflect past 3 months of data.

Percentage of youth of color and LGBTQ youth is an average of the last 3 months

Promising Themes w/ Relevance to Employment



- **Developmentally appropriate \neq one size fits all**
- **Centering LGBTQ youth & youth of color**
- **Meaningful youth collaboration**

Join us!



END YOUTH HOMELESSNESS

Mailing list: www.awayhomeamerica.org



@awayhomeamerica



/awayhomeamerica

NEXT UP:

CAITLIN C. SCHNUR

Heartland Alliance's National Initiatives



Our Opportunity Youth Employment Toolkit: An Overview

Opportunity Youth Employment Toolkit



Opportunity Youth Employment Toolkit: What & How

Research brief, policy brief, & case studies.

Lit review and lots of interviews with practitioners & researchers.

PROVIDING TRUE OPPORTUNITY YOUTH FOR OPPORTUNITY YOUTH

Promising Practices and Principles for Helping Youth Facing Barriers to Employment

May 2015, Research Brief

Many opportunity youth—youth who are not working or in school—could benefit substantially from getting work experience but are likely encountering barriers to employment and accessing the labor market. Involvement, mentorship, social skills, and language acquisition are among a growing number of important barriers youth are facing in the labor market.

These opportunity youth bring the most significant challenges, such as extreme poverty, homelessness, and justice system involvement, often receive even less attention in existing employment and training programs. Further research, including experimental programs that are specifically designed to serve opportunity youth, is needed to evaluate appropriate practices and program services for these young people, although innovative program services are being implemented in innovative techniques for helping these youth facing the most barriers to enter and succeed in employment.

In order to fill this gap and guide the field, better serve these young adults, this report builds on the research literature with extensive interviews with employment program providers who have had success in helping the most vulnerable opportunity youth succeed in the workforce. Six principles for effective practice were identified. Further research, including experimental research, is needed to evaluate these principles in order to evaluate their effects to expand opportunity youth to employment and to have better outcomes for youth who need the most help.

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2015-2016

THE WORKFORCE INNOVATION & OPPORTUNITY ACT: A Better Approach to Serving Youth Facing Barriers to Employment

November 2015, Policy Advocacy Brief

The Workforce Innovation and Opportunity Act (WIOA) changes the ways in which states and communities provide employment services to youth through the public workforce system. These changes include raising the eligibility age from 18 to 21 to 24 and requiring that 75 percent of funds be spent on out-of-school youth.

These older and out-of-school youth will face more additional barriers to employment and have different needs and needs more complex than younger and in-school youth. To effectively serve the employment needs of out-of-school youth, states and communities will need to change the type, intensity, and scope of the employment services they offer under WIOA.

There are lessons that work force leaders and their partners can learn from pilot efforts that enhance and expand services for youth programming to better serve older, urban, and out-of-school youth and to ensure a better program for young adults. These include an emphasis on career counseling and training, a focus on career readiness, and a focus on career development. Recommendations for enhancing WIOA youth services to better accommodate older and out-of-school youth.

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WIOA PLANNING & IMPLEMENTATION TOOLKIT

CASE STUDY: LARKIN STREET

Transitional Jobs for Opportunity Youth

Opportunity youth who are not working or in school—could benefit substantially from getting work experience but are likely encountering barriers to employment and accessing the labor market. Involvement, mentorship, social skills, and language acquisition are among a growing number of important barriers youth are facing in the labor market.

Larkin Street, San Francisco, CA

Larkin Street got its start in the 1970s serving bagged lunches to youth experiencing homelessness in San Francisco's Park Gulch neighborhood. Today, Larkin Street recognizes that for youth with homelessness, they need to be able to support themselves financially through work and stable housing. Larkin Street now provides a range of services to support youth who are struggling to get on their feet, including job training, housing, and mental health services.

Larkin Street Academy treats youth when they are "on" by offering a range of employment services including "soft" skills, job readiness, and the "hard" skills program, youth who are struggling to get on their feet. Youth who are struggling to get on their feet are often referred to as "soft" skills youth. Larkin Street also has an extensive network of partners, including local businesses, community organizations, and government agencies. Larkin Street also has an extensive network of partners, including local businesses, community organizations, and government agencies.

A many program serving youth, Larkin Street recognizes that it is not the same process that occurs in different stages over time, covering job training, and mentoring, and providing a range of services to help youth get on their feet. Youth who are struggling to get on their feet are often referred to as "soft" skills youth. Larkin Street also has an extensive network of partners, including local businesses, community organizations, and government agencies.

In 2012, Larkin Street engaged over 1,800 homeless and formerly homeless youth in services. During the same time period, 156 participants were able to obtain employment at an average hourly wage of \$11.27. 171 youth were enrolled in post-secondary education, and 32 were placed in internships.

Read the story: [Through Employment, Larkin Street Helps Youth "Get Off Their Feet" and "On"](#)

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2015-2016

LARKIN STREET
2015-2016

CASE STUDY: DAYBREAK

Social Enterprise for Opportunity Youth

Opportunity youth who are not working or in school—could benefit substantially from getting work experience but are likely encountering barriers to employment and accessing the labor market. Involvement, mentorship, social skills, and language acquisition are among a growing number of important barriers youth are facing in the labor market.

Daybreak, Dayton, OH

Daybreak was founded in 1973 by volunteers who realized that young people with homelessness and other barriers and needs needed both places to stay at night. Originally an emergency shelter for homeless youth, Daybreak's operations have expanded and expanded over time. Today, in addition to emergency shelter, Daybreak offers street outreach, housing, education, mental health, and employment services including transitional jobs (TJ) within a social enterprise setting to help youth get on their feet.

Daybreak's first population had originated from emergency shelter. Today, TJ youth are referred to the program through most other means to transition aged youth ages 18 to 24. This is a group of youth who need more help through the gaps between transitional youth and adult support systems.

In a social enterprise environment, it is a small-scale setting that provides them for future jobs. Daybreak creates [Lark & Company](#), Lark's is a social enterprise that makes and sells products for sale and sells, giving youth the opportunity to practice both skill and gain experience in a real-world setting, making money, building self-esteem, and learning to be a business owner.

This employment program provides staff efforts to support each individual and gain strength and challenge on the job, while youth get the chance to be referred with their skills and discover areas of interest. Having a real job experience, however, is a critical step in career development. For many participants in a social enterprise setting, their career choice, occupational, and business behaviors were still being subject to the demands of a real job.

In 2012, Daybreak helped 80 youth ages 18 to 24 obtain their education and 110 youth ages 18 to 24 participated in Daybreak's social enterprise. In addition, 44 youth were placed in employment opportunities, and 24 youth at Lark & Company. Overall, a total of 100 youth were able to obtain employment through Daybreak's social enterprise.

Read the story: [Habitat Services in Practice for Success in Helping Homeless Youth Get a Fresh Start](#)

HEARTLAND ALLIANCE
2015-2016

Daybreak
2015-2016

CASE STUDY: ROCA

Transitional Jobs for Opportunity Youth

Opportunity youth who are not working or in school—could benefit substantially from getting work experience but are likely encountering barriers to employment and accessing the labor market. Involvement, mentorship, social skills, and language acquisition are among a growing number of important barriers youth are facing in the labor market.

Roca, Boston, Chelsea, and Springfield, MA

Roca provides employment services, including transitional employment, to opportunity youth. Roca's target population is high-risk, justice-involved young men ages 17 to 24, who are not in school, are serving or unable to engage in traditional social service programming, and are at high risk of re-arrest. Roca's goal is to help high-risk young people change their behaviors, get and keep jobs, and stay out of trouble. In 2012, Roca's Transitional Jobs program had 100 youth looking for the young people that are likely to be ready for change, not work with young men that we have to get on their feet, and on their feet.

Roca's program is helping high-risk youth prepare to be successful in employment through a range of services including job training, social skills, and language acquisition. Roca's program is helping high-risk youth prepare to be successful in employment through a range of services including job training, social skills, and language acquisition.

Roca uses the transitional TJ program to help youth gain real-world experience. In the process of this programming, all participants can get on their feet in a range of ways. These participants are not, however, just in a range of ways. These participants are not, however, just in a range of ways. These participants are not, however, just in a range of ways.

In 2012, Roca helped 100 youth ages 17 to 24 obtain their education and 110 youth ages 17 to 24 participated in Roca's program. In addition, 44 youth were placed in employment opportunities, and 24 youth at Roca. Overall, a total of 100 youth were able to obtain employment through Roca's program.

Read the story: [Habitat Services in Practice for Success in Helping Homeless Youth Get a Fresh Start](#)

HEARTLAND ALLIANCE
2015-2016

Roca
2015-2016

Positive Impacts of Youth Employment

Increase family income.

Increase future employment & earnings.

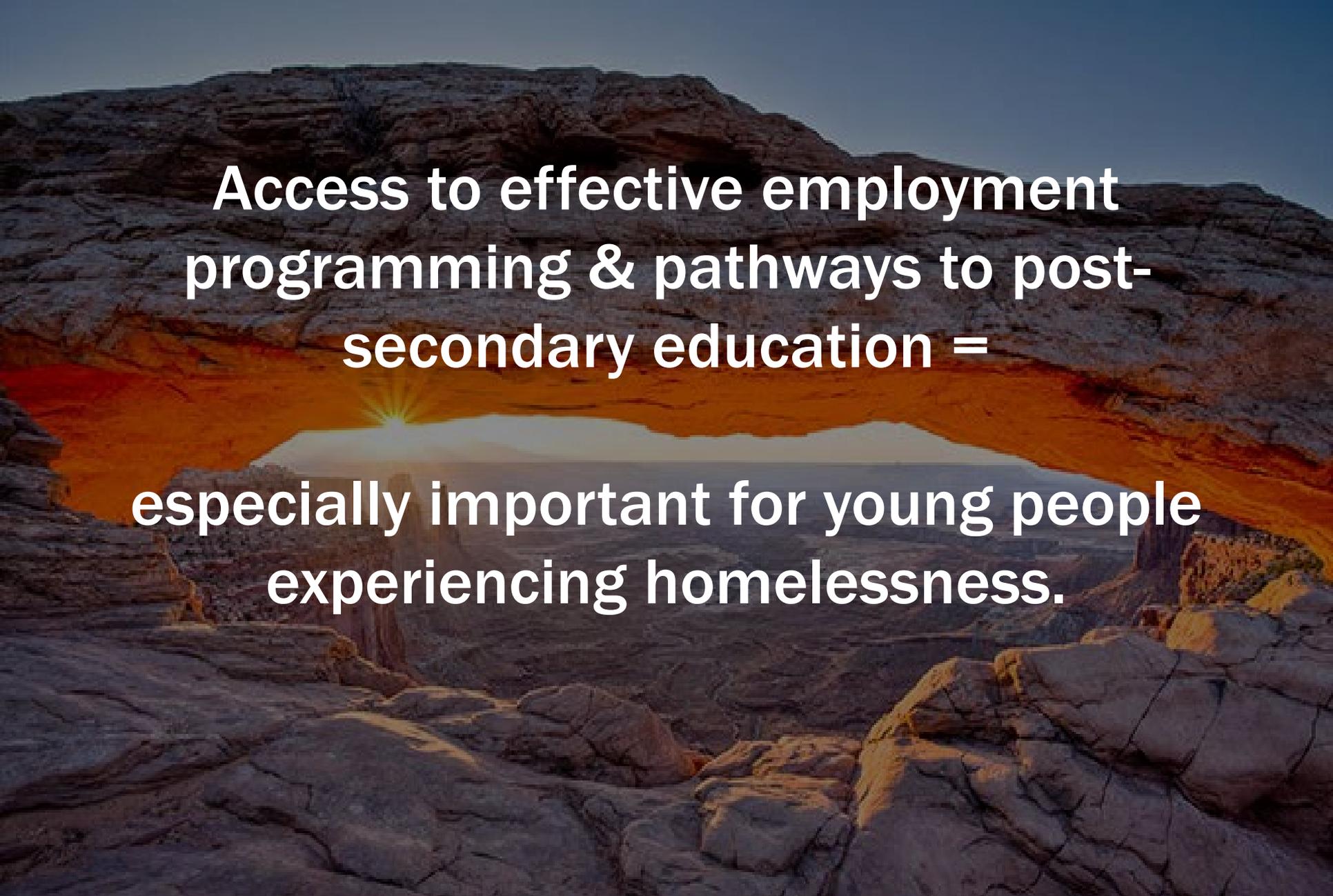
Foster health & positive relationships.

Support transitions to education.

Decrease justice involvement.

Decrease costs to society.





**Access to effective employment
programming & pathways to post-
secondary education =**

**especially important for young people
experiencing homelessness.**

#1: Target & Reach Youth Who Can Benefit Most.



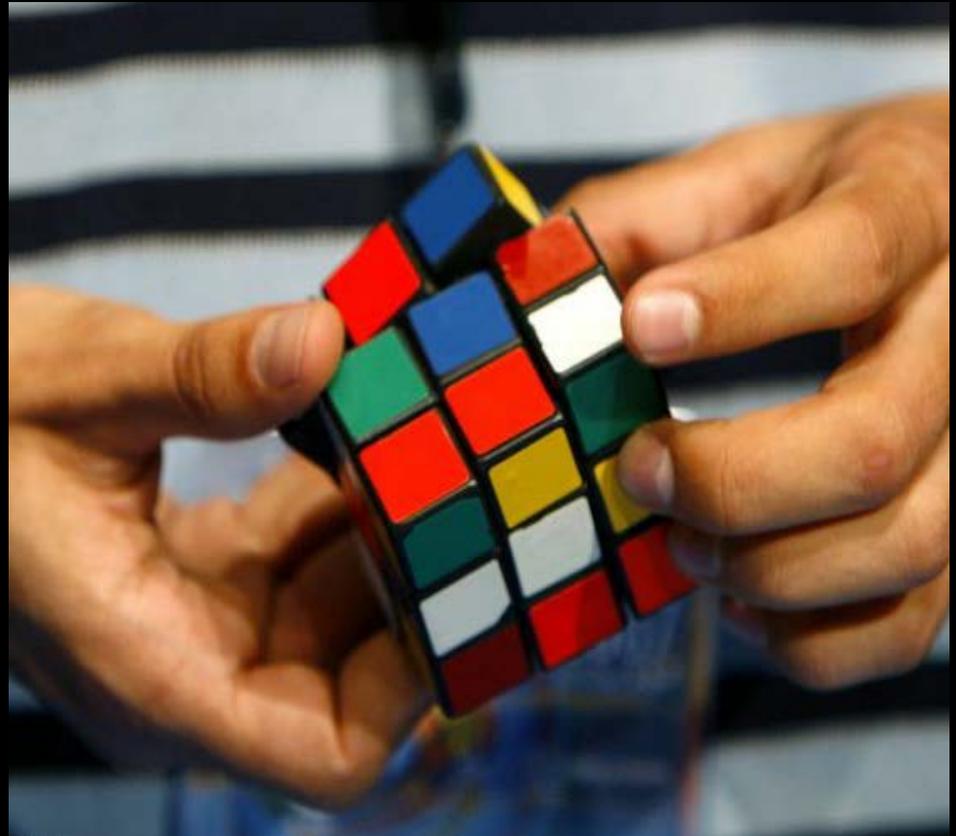
Target intensive services to youth facing the greatest barriers & reach out to youth who don't seek services on their own.



#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.

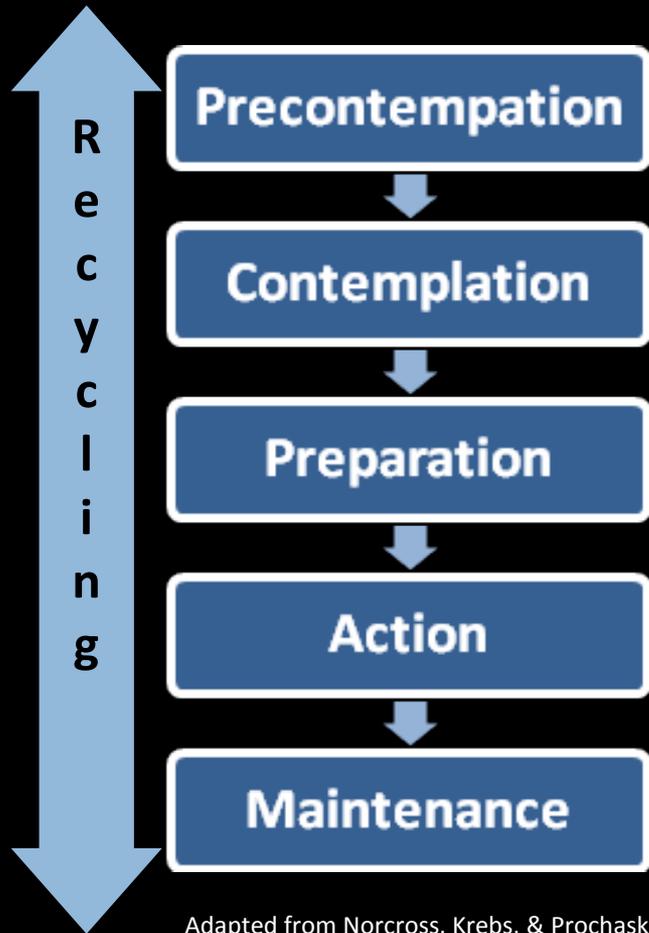
Meet youth “**where they are.**”

Draw from **Positive Youth Development** principles.

Apply **therapeutic concepts** to employment services.



Change Theory: A Deeper Dive



Adapted from Norcross, Krebs, & Prochaska
(2010)

Change is a process, not an overnight transformation.

Important to recognize where a young person is in the change process and facilitate forward momentum from there.



Case study | Roca, Inc: Using Change Theory to Guide Service Delivery



“Relentless outreach” to bring young people into services.

Stage-based programming, from drop-in sessions to full courses.

Transitional Job = tool to coach around behavior change.

Trauma-Informed Care & Employment: A Deeper Dive

How Trauma May Explain Reactions within Social Service Settings



Behavior

- Interpersonal conflicts, appears agitated
- Difficulty keeping up in job training programs
- Difficulty “getting motivated” for job training or job search
- Triggered when dealing with authorities. Will not accept help from others

Traumatic response

- Irritability, restlessness, outbursts of anger or rage
- Difficulty concentrating or remembering
- Depression and diminished interest in everyday activities
- Increased need for control



(Hopper, E.K. et al., 2010)

Midwest Harm Reduction Institute



Trauma-Informed Care & Employment: A Deeper Dive

A trauma-informed care approach realizes trauma has a widespread impact, recognizes symptoms, and responds appropriately.



#4: Offer **Paid Employment** Opportunities.



Real work for real pay delivers experience and skills. It's also a powerful engagement tool.

#5: Build Trusting Relationships.



Supportive and caring relationships are critical and take time to build, especially with youth who have experienced trauma.



#6: Educate Employers.



Address preconceptions and equip employers to facilitate workplace success.

NEXT UP:
LINDA KRAMER
Daybreak Dayton



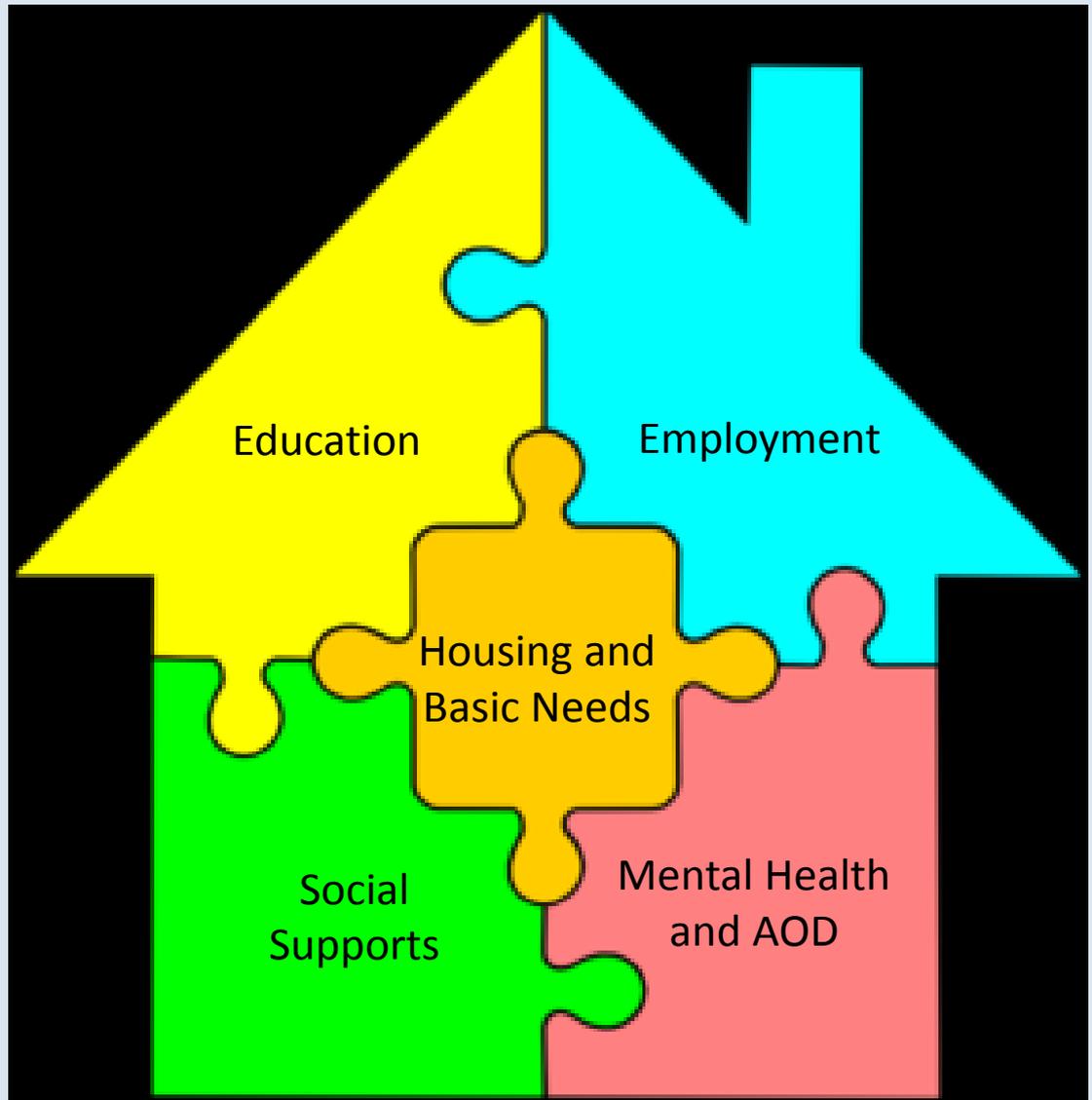
Employment Programming for Homeless Youth

Daybreak's Journey

Presenter: Linda Kramer, Daybreak CEO



Our Approach



Person Focused

Why We Started Employment Programming



Most Challenging Employment Barriers For Our Homeless Youth



- Adolescence
- Untreated Mental Illness
- Heavy Substance Use
- Lack of Soft Skills
- Anger Issues
- No High School Diploma
- Not Ready to Change

What To Do?



**A
Social
Enterprise!**





**LINDY'S
BAKERY**

GOURMET DOG TREATS

2012

www.lindyandcompany.org





Greatest Challenges

- The Double Bottom Line
- Blending Business With Mission
- Accept Failure

Program Successes

- Employed 76 youth in 2016

Financial Impact

- Cost Center
- Attractive to Funders

Lessons Learned

- Product or Service First
- It's Harder Than It Looks

2014: SAMHSA Individual Placement and Support (IPS)

What is different about IPS?

Centre for
Mental Health



- ❑ No-one excluded
- ❑ Rapid job placement
- ❑ Minimal pre-work training
- ❑ Personalised job search
- ❑ Finding understanding employers
- ❑ Long-term support in work

**Individual
Placement
and
Support**

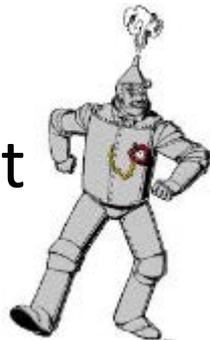
2016 **Welcome To**



Brain



Heart



Courage



Persistence



Sum of the Parts



OZ Staff: 27 FTEs

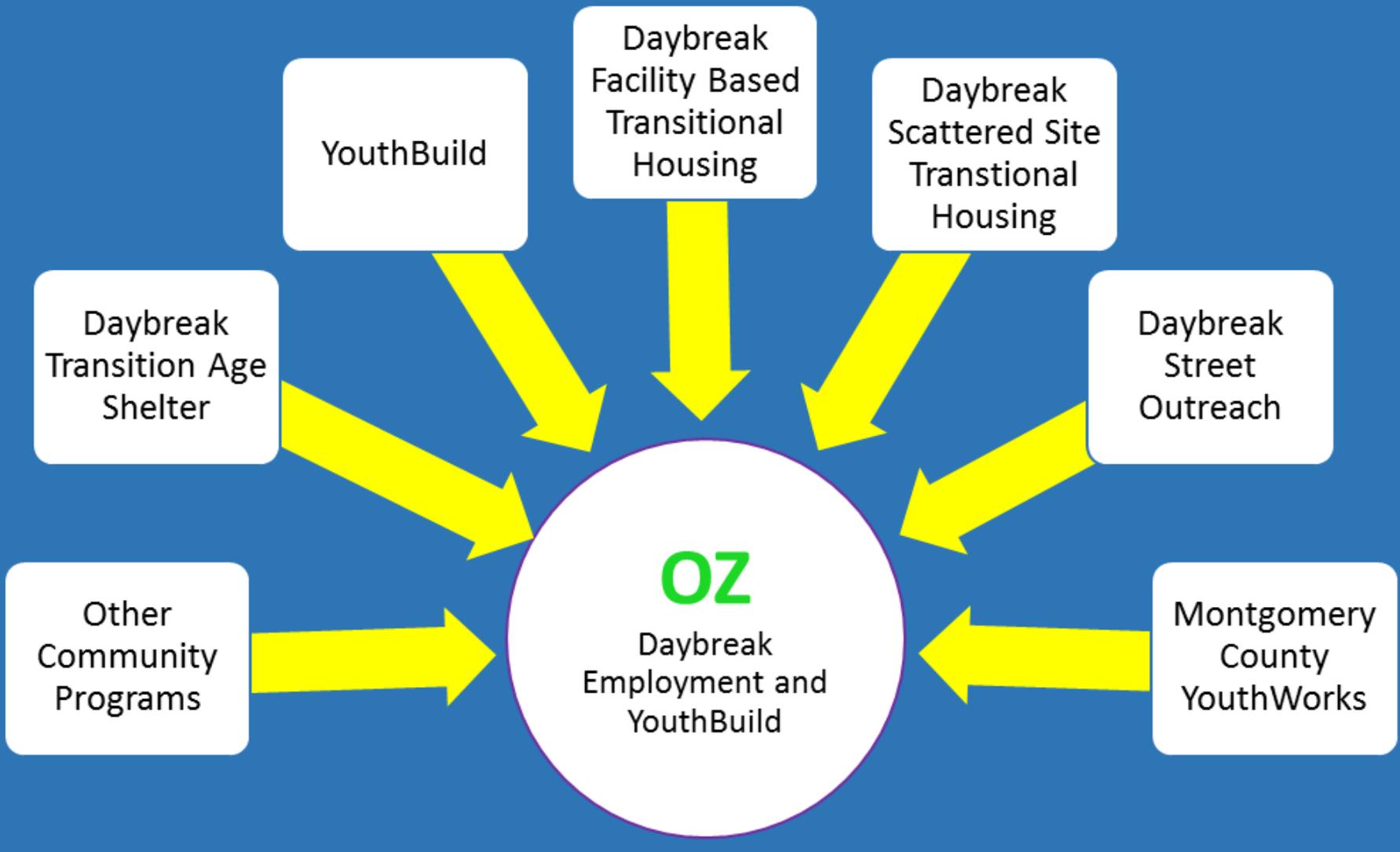
Daybreak Employment Staff	10 FTEs
YouthBuild Staff	9 FTEs
Lindy's Bakery	8 FTEs

Main Floor: 20,000 Square Feet

- Employment Lab
- Classrooms (High School and GED)
- 2 Large Meeting Rooms
- Bakery and Loading Dock
- Offices/Counseling
- Medical Teaching Lab
- AOD Clinic

Basement: 20,000 Square Feet

- Construction Lab
- Future Buildout
- Storage



2017 – Stable Employment Collective Impact Program (SECIP)

8 Community Partners

1. Daybreak (Lead Agency)
2. Goodwill Easter Seals Miami Valley
3. East End Community Services
4. Miami Valley Urban League
5. Omega Baptist Church
6. YouthBuild
7. Greater Dayton Volunteer Lawyers' Project
8. Legal Aid Society of Ohio

Shared Vision

Shared Goals and Measurements

Shared Best Practice Approach

150 Youth Per Year

Outcomes To Be Tracked

- Increased Total Cash Income
- Increased Income from Employment
- Increases in education
- Earned HSD or GED
- Earned Industry Credential
- Retention of Paid Transitional Employment
- Increase in employment soft skills
- Securing Outside Employment
- Retention of Outside Employment



Our Evolution



- 2011** **1 Part Time Employment Specialist**
- 2013** **2 Full Time Employment Specialists**
- 2014** **Opened Lindy's Bakery Social Enterprise**
- 2015** **Individual Placement and Support (IPS)**
- 2016** **Opportunity Zone**
- 2017** **Stable Employment Collective Impact Program**



Thanks for Listening

Resources

Individual Placement and Support

Dartmouth IPS: www.dartmouthips.org

Social Enterprise and Transitional Jobs

REDF: www.redf.org

Transitional Jobs

Heartland Alliance: www.heartlandalliance.org

Presenter

Linda Kramer

Daybreak, Dayton Ohio

lkramer@daybreakdayton.org

NEXT UP:
GABRIELLE CAVERL-MCNEAL
New Moms/Bright Endeavors



Bright ENDEAVORS

Light a Candle. Transform a Life.



Lighting the way for young moms!

WHO WE ARE

Bright Endeavors is a social enterprise in Chicago that provides transformative workforce tools to young moms by manufacturing and selling soy candles.



NEW MOMS

Our mission is to interrupt the generational cycle of poverty & create strong families



New Moms' Model



Housing



Job Training



Interrupting the cycle of poverty

Housing, job training, and family support services work directly to interrupt the cycle of poverty

Family Support



WHO WE SERVE

Along with our umbrella agency New Moms, we serve two generations – young moms (ages 16-24) and their children who live in Chicago. In FY 17, job training served 123 young moms:

- **46%** are homeless or unstably housed
- **70%** hold a high school diploma or GED
- Average **6th grade reading level**
- **100%** live in extreme poverty according to IL poverty rates
- **70%** are survivors of interpersonal abuse



OUTREACH

- Screen for age, pregnant/parenting + zip code: do not screen for motivation, work history or literacy
- Orientations + Interviews held 2 weeks before a cohort starts
- Employ text messaging and Motivational Interviewing techniques to connect to candidates



Job Training Program Overview

- 16 weeks of blended classroom + on the job training
- 8 cohorts a year (average 8 participants per cohort)
- 3 cohorts overlap each other
- Paid minimum wage (\$11.00/hr) for all components except the 1st week of class = \$3762.00 in wages can be earned
- 16 weeks of transportation support provided (\$456.00)
- 2 uniforms and interview outfit provided
- Rapid response incentives for goal completion (weekly fish bowl)

PROGRAM DESIGN FOR OPPORTUNITY YOUTH



- Staff uses motivational interviewing and executive skills coaching within a trauma informed framework
- Program schedule aligns with child care needs
- Celebrates success and achievement publicly: quarterly milestone celebrations, framed certificates & photos
- Incentives: paid wages for all programming components, transportation support, free professional clothing, fish bowl incentive approach
- Utilize daily rituals to define and lift up organizational values of “community” and
- Retention services for graduates up to 2 years, including incentives for employment retention

WORKFORCE DEVELOPMENT PHASES



Coaching,
Mentorship,
and
Retention

Classroom

Bright
Endeavors

Job
Placement &
Retention

Job Training: CLASSROOM

- 130 hours of classroom training modules (most intensive in the first 8 weeks)
 - Career interest assessment + goal setting, build professional portfolios, soft skills training, basic computer skills
 - Contextualized Literacy Modules (based off Heartland's Urban Farm curriculum)
 - Financial Literacy – Heartland
 - Parenting Workshop – goal to help support parents build executive skills in their children
 - Opportunities to test for stackable certificates
- **Paired from with Supportive Employment Coach (case manager) from Day 1**



235 hours paid work training manufacturing soy candles:

- Immediate on-the-job feedback & intensive coaching from Bright Endeavors staff & Supportive Employment Coach
- Customer service, sales training at off-site events, and customer site visits
- Employs SMART goal approach to production + environmental modifications to support executive skills
- Train incoming cohorts to gain TOP Skills – leadership, ownership and teamwork on the floor



Classroom

Bright Endeavors

Job Placement & Retention

WORKFORCE DEVELOPMENT: EMPLOYMENT

Participants spend 2 sessions/week with our Job Developer starting week 9 of the program, and should they graduate without permanent employment, they attend ongoing YouJob:

- Attend job fairs & career outings
- Welcome corporate volunteer groups
- Job Developer builds strong employer partnerships and places participants in specific jobs
- Open lab sessions
- Ongoing retention support services: coaching, referrals, alumni networking



Classroom

Bright Endeavors

Job Placement & Retention

WORKFORCE DEVELOPMENT RESULTS

- Provide intensive coaching, goal setting, and on-the-job training



40 permanent job placements this year, average wage = \$11.04/hr

- Increase of confidence, professionalism and responsibility in participants



50% retained employment for at least one year

- Empower adolescent mothers for economic independence



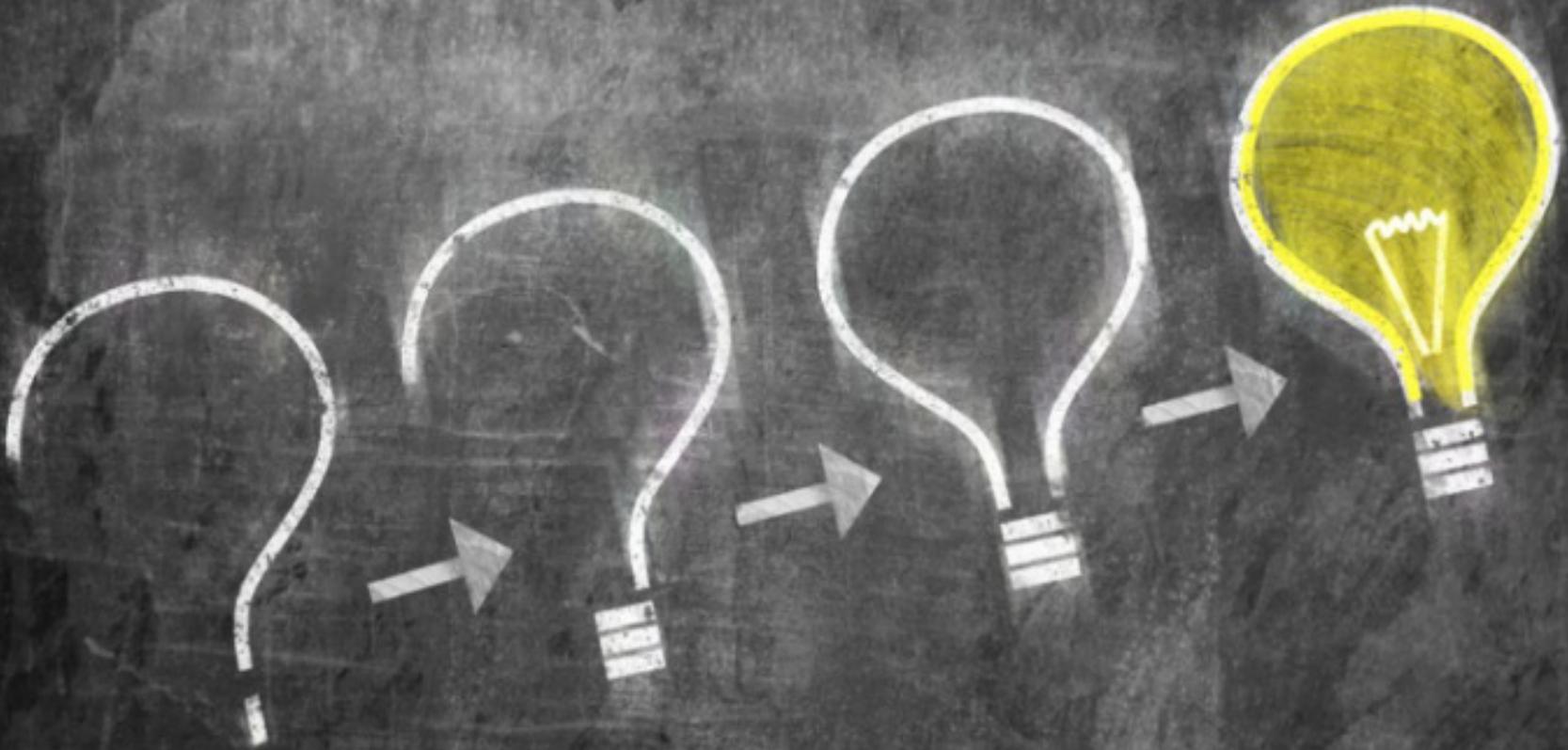
Average income increases 4.1 times (from \$246 to \$1,020/month)

Bright ENDEAVORS



Gabrielle Caverl-McNeal - Assistant Director of Workforce Development
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www.brightendeavors.org or newmoms.org

Questions...?



Next Steps

The webinar recording & slides will be made available to you.

Via email, we'll try to answer any questions we didn't have time to address today.



...Check out our (free!) toolkits

**WIOA
Planning &
Implementation
Toolkit**



**Opportunity
Youth
Employment
Toolkit**



**Employer
Engagement
Toolkit**



**Working
To End
Homelessness
Toolkit**



**Transitional
Jobs
Programs
Toolkit**



**TANF and
Transitional
Jobs
Toolkit**



www.heartlandalliance.org/nationalinitiatives

Thank you!



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Megan Gibbard

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Caitlin C. Schnur

cschnur@heartlandalliance.org



Linda Kramer

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Gabrielle Caverl-McNeal

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