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APPENDIX B
PROGRAM OPERATOR INTERVIEWS

**JUST ONE BREAK
(JOB)**

Job placement service for homeless people staying in shelters.

Homeless Programs
C-23 Sacramento Housing & Redevelopment Agency
Sacramento, CA 95814
(916) 442-0303
Contact: Arnie Godmintz,
Director

Detailed Description:

JOB is an employment service placing homeless people in long and short-term jobs with private businesses in Sacramento. Since the program began in July 1986, 2,612 clients have been placed in 4,178 jobs with 811 of these jobs being long-term (lasting longer than 120 days).

JOB is directly linked to the Calif. Employment Dept. through a full-time state staff person and an on-line computer employment listing. Energetic marketing to local businesses occurs through direct-mail, glossy brochures and presentations.

While the JOB program itself does not provide social service support for homeless clients, the Housing Agency sponsors the SHARE program. Two bedroom apartments are rented by the agency and sublet to JOB clients at \$150 per client per month with the balance paid by the agency. Clients can stay up to 9 months.

Client Profile:

Clients must initially reside in one of the Sacramento shelters. Primarily single men. Screening in shelters selects those who are most employable based on previous job experience and assessment of social qualifications.

**Program Costs and
Funding:**

JOB began without any special funding, staff at Housing Agency simply started the program as an addition to regular responsibilities. Program now funded at \$200,000 per year. Two full-time and one half-time staff (plus the Emp. Dept. staff). JOB was not intended to provide revenue for sponsoring agency.

Additional Comments:

According to JOB's director, the underlying belief that homelessness stems from a lack of income led to success of JOB. Obtaining a job at decent wages is the primary step towards personal stabilization.

Essential aspects of the program leading to success has been the ties to the California Employment Dept. and the willingness to engage in extensive marketing. Over 40,000 pieces of direct mail were sent to Sacramento businesses in 1988. Close relationships have been developed with large businesses and the Chamber of Commerce through such events as Employer Appreciation Dinners, etc. Businesses appear to hire the homeless because of their own labor short-fall in the short-run and some desire to "help the homeless."

ALLIED SERVICES

Day labor referral program for homeless people. Program has been terminated.

Alliance of the Streets
1321 First Ave.
Minneapolis, MN 55403
(612) 870-0525
Contact: Herb Frey

Detailed Description:

Allied Services was started to help homeless people gain access to short-term work while giving the Alliance, a grassroots homeless advocacy group, an additional organizing tool to recruit more homeless people.

Allied Services collapsed in early 1988 after only a few months of operation. Because of staff turnover and lack of record-keeping, full details about the program are unavailable. However, the program was designed to refer homeless people for day labor positions in yard/landscaping work, house painting, and auto repair. Workers received a minimum of \$5 per hour.

Client Profile:

Hard data are unavailable, but believed to be "mostly single men, with typical substance and alcohol abuse problems."

Program Costs and Funding:

Program started with a loan from a local shelter to buy rakes, ladders, lawn mowers and other equipment. Revenues from program are unknown.

Additional Comments:

Program had neither enough capital nor supervision to make it work. Management was haphazard. Problems created by clients' social difficulties (alcohol abuse, etc) were a contributing factor to Allied Services' demise.

**ST. JOSEPH CENTER
RESTAURANT**

Job training for the homeless at a combination soup kitchen/restaurant.

St. Joseph Center
204 Hampton Dr.
Venice, CA 90291
Contact: Catherine Wagar, Ass't. Director

Detailed Description:

St. Joseph Center purchased building in 1987 to move their bag lunch program from outdoors on Venice Beach to an indoor, nearby location. The restaurant (without an official name at this time) will serve homeless patrons hot meals and provide food service training to 6 - 10 clients every three months.

Their 3,000 square foot building is located on a high traffic street in a gentrifying neighborhood, adjacent to Venice Beach.

Client Profile:

65% male, 35% female. 51% of the clients are Black, 7% are Latino, balance are Asian or White.

**Program Costs and
Funding:**

The building was purchased for \$345,000 with cash reserves, a loan from the sponsoring church organization, and a \$252,000 bank loan. \$115,000 has been spent for renovations. Estimated cost of kitchen equipment is \$10,000 (much of it donated). Funding for the training program will come from JTPA, donations, St. Joseph Center budget, foundation grants, and purchased meals when restaurant is operating.

Staffing: one chef/manager, one homeless advocate, one half-time training coordinator. Other services (accounting, etc.) to be provided by existing staff of St. Joseph center.

Additional Comments:

Strong support shown by local restaurateurs because of the shortage of trained labor. However, neighbors and nearby property owners view the restaurant as a locally unacceptable land use. A high degree of concern about the type of clients the restaurant will attract has been apparent. Year long negotiations are now focusing on limiting the number of clients to be served and the hours of operation.

**ST. JOSEPH CENTER
THRIFT STORE**

Small clothing and thrift store provides revenue for homeless programs.

St. Joseph Center
204 Hampton Dr.
Venice, CA 90291
(213) 396-6468
Contact: Catherie Wagar, Ass't Director

Detailed Description:

The Thrift Store began in 1976, in an effort to channel clothing and household supplies to very low-income clients. Revenues from the Thrift Store have been helping to fund the various homeless social service activities of the St. Joseph Center, a non-profit, non-sectarian organization. This program does not employ any homeless people and is designed to be a revenue-producing business.

The Thrift Store is located in a 350 square foot store front, but work is in progress to either open a second store or expand to a single, larger store of 1,200 to 2,000 sq. ft. Required staffing for this larger store is projected as: one full-time manager, one full-time and one part-time assistant, and two part-time drivers for pick-up and delivery of merchandise.

**Program Costs and
Funding:**

Merchandise for resale is obtained solely through donations. The existing store has achieved \$16,000 profit on \$80,000 gross annual income.

Funds for the new store will come from a \$30,000 interest-free loan from the California Community Foundation, \$25,000 from an anonymous lender, and small donations. A projection of annual income and expenses estimates net income will reach \$33,000 per year by the fourth year. (Note: rent for retail space estimated at \$1.10 per sq. ft. per month.)

Additional Comments:

Accurate financial projections and the flexibility to change plans have been important to the Thrift Store's success.

**BAKER INDUSTRIES
(BI)**

Non-profit business providing employment, training and placement of homeless individuals.

1427 Fairmount Ave.
Philadelphia, PA 19123
(215) 765-2636
Contact: Charlie Baker

Detailed Description:

Baker Industries (BI) was started ten years ago in Charlie Baker's garage to provide employment for the physically handicapped. BI started the program targeting the homeless in August 1988. BI directly employs the homeless in Philadelphia at a work site consisting of a converted transmission shop. The focus is on developing job readiness skills for future placement in permanent jobs with private employers. BI has a second location, a small warehouse in the suburbs, where disabled people are employed.

There are three stages in the training of a homeless individual. First, they receive training and minimum wage employment at the site owned by BI. BI contracts with large corporations throughout the city to perform "clerical overflow" services such as sorting, collating, and mailing. The work is unskilled and repetitive, but employees become accustomed to the requirements of the working world, i.e. punctuality, following directions, remaining sober, etc.

Second, the employees are placed in on-site, temporary jobs. BI trains a small group of people for each job offered to work together at a local business. Employees get paid \$4.25 per hour. BI provides on-site supervisors (formerly homeless people) to monitor progress and ensure performance of the contracted duties.

The program's third stage consists of placing an individual on a permanent basis with a local company, ending the relationship between BI and the employee. Currently, BI employs approximately 40 homeless people in either of the first two stages.

Client Profile:

Employees are referred to BI by a local shelter and church. Most of the homeless have prior work experience, although as many as ten years may have passed since their previous job. Employees are generally single men.

Program Costs and
Funding:

BI was started on a shoe-string ten years ago. Charlie Baker estimates \$50,000 is needed to provide a comfortable start-up. Operation of the homeless portion of the business requires \$200,000 including wages. The business is not self-supporting; \$50,000 per year is received in grants, donations and church support to pay for overhead. The contracts for services with the companies provides the \$150,000 balance.

Baker Industries is a very lean operation. Baker and his wife manage the overall business with one full-time manager overseeing the homeless division.

Additional Comments:

Charlie Baker is optimistic about future growth and is looking towards opening a third site. His plan is to keep each site to a maximum of 25 trainees to provide an opportunity to carefully monitor and train each person.

Identifying additional companies to solicit for contracts is the key to the entire business. BI primarily relies on word-of-mouth and Baker's personal knowledge of the Philadelphia business environment. Baker suggests developing a systematic marketing strategy early in the planning process. The strategy should appeal to corporate social conscience and the availability of relatively inexpensive labor to carry out unskilled work.

**HOMELESS
INITIATIVE PILOT
PROJECT (HIPP)**

Employment, training and placement service supported by federal McKinney Act funds.

Seattle-King County Private Industry
Council (PIC)
Market Place One, Suite 250
2001 Western Ave.
Seattle, WA 98121
(206) 684-7390
Contact: Renee Fellingner, Project Coordinator

Detailed Description:

HIPP is designed to link the multitude of local service providers, community organizations, and government agencies to implement a comprehensive, institutionalized service system for the homeless.

The PIC, as recipient of McKinney Act funds, subcontracts coordination of the program's services to the YWCA. The YWCA's primary responsibilities are to employ and supervise four case managers to provide on-site employment related services at four to six shelters. Services include client assessment, pre-employment workshops, employment counseling, resume development, and job placement.

HIPP will provide 450 homeless people with a pre-employment and support services including assistance with housing, child care, health care, food, hygiene and clothing, and transportation. 225 individuals will be selected for entry into HIPP's employment and training programs. These activities are subcontracted by the YWCA to a large variety of agencies. Services such as On-the-Job Training, Short Term Occupational Skills Training, English-As-A Second-Language, Youth Comprehensive Employment Programs, and Remedial Education and Literacy Training are provided.

PIC projects that approximately 65% (147) of the homeless in the employment and training program will be placed in jobs after an average of three months of training. The average 13 week retention rate of these placements is projected at 77%, with the average wage for placements at \$5.50 per hour.

Client Profile:

The program is designed to recruit and serve the broad spectrum of homeless; single men, women with children, minorities, youth, etc. No program evaluation has been conducted in this area, yet.

Program Costs and
Funding:

Overall cost for HIPP for its first year is \$649,794. A federal McKinney Act grant provided \$527,156. Matching funds and support of \$122,638 came from the United Way, City of Seattle Community Development Block Grants and the King County Emergency Housing Coalition.

Staffing: PIC employs one full-time coordinator and estimates .5 FTE support (accountants, reception, secretarial) is also utilized. As primary subcontractor, the YWCA employs approximately seven staff to conduct case management, outreach and job development.

Additional Comments:

As of May 15, 1989, the PIC Coordinator believes the project is nearly on track to achieve its client placement goals. Accuracy of initial assessments and evaluations of client employability has been complicated by drug and alcohol abuse problems.

**EUGENE MISSION
WORK THERAPY
PROGRAM**

Newspaper and cardboard recycling program to provide job training for residents of a shelter.

Eugene Mission
1542 West 1st Ave.
Eugene, OR 97402
(503) 344-3251
Contact: Ernie Unger, Mission Director

Detailed Description:

The Eugene Mission, a church-based organization, began their recycling business in 1960 to give residents of their shelter day labor and job training while raising revenues to fund the shelter. The focus has been on providing work therapy for homeless clients.

The program is fairly simple; the Mission has over 1,000 curbside neighborhood recycling boxes throughout the Eugene-Springfield area designated for either newspaper or corrugated cardboard. The Mission continually monitors the boxes, and empties them as they become full. Papers and cardboard are sold to a local recycler who pays the Mission on a per ton basis. The Mission owns 15 trucks and a 10,000 square foot warehouse for storage of equipment, trucks and paper.

In exchange for a few hours of work per day, the homeless clients receive meals, lodging and \$15 per week stipend. No per hour wages are paid. Residents at the shelter may stay as long as they want and take part in the recycling program, provided they attend religious services. Clients receive some counseling from staff at the Mission, but there is no tracking of whether clients find jobs in the area with local businesses. Participation by the homeless averages 100 individuals per day throughout the year.

Client Profile:

Participants in the recycling program are drawn from those individuals residing at their shelter. The Mission operates a short-term emergency shelter, so it is a transient population with a high degree of turnover. The shelter can house 200 men per night and 20 women, participation in the recycling is at approximately the same ratio.

Program Costs and
Funding:

Three to five full-time staff are required to supervise and manage the business. Several of these people were formerly homeless. The donation of a truck and materials for a few curbside boxes kept the start-up costs low. Costs for other trucks and equipment have been paid from recycling revenues.

Income from the program is extremely dependent on market price for recycled paper. Last year, with prices at \$66 per ton of newspaper, the recycling program had a net income of over \$100,000. This year, prices at \$33 per ton of paper have left the business barely reaching the break even point.

Additional Comments:

While the overall market for recycled products has increased since the business began in 1960, so has the amount of competition for pickup and collection of papers. State and local laws mandating curbside recycling service by garbage haulers have hurt the Mission's recycling program. The convenience of these services have cut into the Mission's supply of papers depressing newspaper prices by flooding the recycling market. Careful examination of the direction of the market and long-term contracts with buyers of newspaper are strongly advised.

The Mission has also begun looking at the feasibility of recycling other products, including plastics. However, the market still appears too uncertain at this time to enter this field.

**CORPORATE
COOKIE (CC)**

Downtown cookie shop employing homeless and mentally ill individuals.

Corporate Cookie
3111 Wilshire Blvd.
Los Angeles, CA 90010
(213) 738-6069

or

Portals
301 S. Kingsley Dr.
Los Angeles, CA 90020
(213) 387-1129

Contact: Paul Barry, Business Development Director

Detailed Description:

Corporate Cookie is a cookie and frozen yogurt shop (similar to a "Mrs. Fields Cookie Shop") located in downtown LA. It was started by Portals, a large LA social agency serving homeless and chronically mentally ill (CMI) people in 1986, on the strength of a business plan commissioned by Portals and researched and written by business and management students at UCLA.

The purpose of the business is to provide CMI clients with basic skills and training needed to obtain work with private businesses. The program emphasizes clients learning to report to work, respond to customers, and handle money and responsibility rather than becoming especially skilled in the technical aspects of baking.

Corporate Cookie is certified as a "sheltered workshop," but looks and operates very much like a competitive business. Fourteen to twenty clients/employees are trained over a 4 - 6 month period. Because it is a sheltered workshop, wages can be less than the minimum wage. Wages are no less than one-half of minimum wage, but do not rise above it.

Job placement after the training period is conducted by two job developers who work for Portals and are paid for by the Calif. Dept. of Rehabilitation (DR). Approximately three individuals per month are placed in outside competitive businesses for a total of about forty people. Portals conducts some follow-up, but DR funding for each person's case management terminates after 60 days. Portals and Corporate Cookie are investigating how to conduct longer case management as they discover that many of the CMI population wash out of their permanent jobs after case management ends.

Client Profile:

Employees for Corporate Cookie are referred by DR from the list

of Portals CMI clients.

Program Costs and Funding:

The Dept. of Mental Health and the Dept. of Rehabilitation provided the initial funding for CC in the form of grants. Total start-up costs were approximately \$100,000: equipment was \$40 - \$50,000; renovation and preparation of the store was \$40,000; inventory, supplies and required cash were \$20,000.

The store has gross revenues of \$15 - \$20,000 per month which covers about 80 - 90 percent of its expenses. The balance is paid from on-going grants and subsidies from DR. Rent for the 1,600 square foot store is \$2,600 per month.

Most of the revenue is generated from walk-in business, but the wholesale business has grown to \$5,000. Retail catering/special orders is increasing.

Additional Comments:

Paul Barry suggests there are several requirements for success;

1. Careful market analysis to make certain of a product's popularity,
2. A highly visible and accessible location,
3. Willingness to view and operate the program as a business with people who have business management experience, and,
4. Training for the job must be quick and the job must depend on repetitiveness; the goal is to focus on responsibility and learning to deal with personal contact, rather than the instruction of a marketable trade.

Wages are 50 percent of the operating expenses of Corporate Cookie in comparison to 25 percent for a typical Mrs. Field's cookie store. Even though CC can pay less than minimum wage, the limitations of the employees require much higher staffing levels to operate the business. Management must also spend more time directly supervising and instructing the employees than in an "ordinary" business.

Barry also suggests that the operation of business requires

tremendous commitment and energy. If not done correctly, the business will absorb and drain all the energy from a social service group. He puts a premium on having substantial business experience rather than a social work or CMI counseling background. Barry himself reports directly to the executive director of Portals and a small Business Development Subcommittee of the Portals' Board of Directors who are familiar with the operation of businesses.

RESOURCES UNLIMITED

Temporary employment agency, placing chronically mentally ill (CMI) people in wage-making jobs.

Portals
301 S. Kingsley Dr., 2nd Floor
Los Angeles, CA 90020
(213) 387-1129

Detailed Description:

This is another business started by Paul Barry (who also operates Portals' Corporate Cookie store). Resources Unlimited supplies temporary labor to local businesses. The employees are CMI clients referred by the Department of Rehabilitation and Portals, a large social service agency serving CMI and homeless clients.

Resources Unlim. has been operating for nine months. Currently, it has one major contract to provide labor for Broadway Stores, Inc., an upscale retail department store chain. Forty individuals have been placed this year, with 12 - 25 working on any given day. Most of the work is repetitive, usually in the stock rooms putting on price tags, folding clothing, etc.

Resources Unlimited provides full-time "job coaches" to accompany and supervise the clients/employees.

Client Profile:

Employees for Resources Unlimited are CMI clients referred by Portals and the Dept. of Rehabilitation. Because the job does not entail interaction with the public and is highly repetitive, employees tend to be slightly lower-functioning than those who are placed with Corporate Cookie.

Program Costs and Funding:

Start-up costs were fairly minimal, but did require purchase of a van. Funds obtained from state agency grants. Broadway Stores pays Resources Unlimited the employees' wages, plus 30 percent, the going rate in LA for temporary agencies. The program breaks even, however, the salaries of the job coaches are paid for by a state grant.

Additional Comments:

Resources Unlimited will be finding additional contracts for their workers this year, primarily through word of mouth and references from Broadway Stores. Finding employees has been difficult, on occasion. Paul Barry believes many social workers remain unconvinced about the benefits of employment and work therapy. Consequently, they may be wary about referring their clients to the program.

Supplying job coaches to supervise and train the employees helps make Resources Unlimited appealing to employers. The job coaches, with salaries of about \$20,000, have prior business and supervisory experience. They receive an extensive orientation to working with CMI clients.

BURGER-UP

Fast food restaurant that trains homeless workers and provides revenue for shelter.

Queue-Up, Inc.
9060 Santa Monica Blvd., S-218
West Hollywood, California 90069
(213) 859-9150
Contact: Shirley Quarmine, Executive Director

Detailed Description:

Queue-Up is an all voluntary, non-profit housing and counselling center that works with landlords and manages two apartment houses to house the homeless.

Burger-Up is a small fast-food restaurant that, it is hoped, will provide Queue-Up with a steady source of funding and train two clients at a time for permanent employment. The only paid employee at Burger-Up is an experienced cook/manager. In addition to food service training, clients are helped with money management skills. The goal is to provide stability to clients.

The restaurant is located in a small building that had housed several unsuccessful fast-food restaurants before it. After failing to find stable tenants for the building, the landlord agreed to lease it to Queue-Up for \$1.00 a year. The first year of operation was successful. The site is currently closed for remodelling, but re-opening is scheduled soon.

Client Profile:

Queue-Up cooperates with the local Mission, sharing their facility for outreach work, including administrative support, such as use of the copying machine. Clients are drawn from Mission clients.

Program Costs and Funding:

Burger-Up has benefitted a great deal from private sector support. In addition to the generous \$1.00 per year lease on the building, most of the restaurant equipment was donated. Burger-Up is a registered trademark as is its logo. The graphics work was donated. Queue-Up's staff is entirely volunteer.

The budget for the whole Queue-Up program including case management, administration, and insurance is estimated to be \$112,000 to 115,000 per annum. Ms. Quarmine estimates that Burger-Up might be able to make from \$500 to \$700 a day from food sales. If her estimates prove accurate, the organization may be able to become self-supporting.

A long-term goal of the Burger-Up project is to sell franchises. With a suggested asking price of \$75,000, the franchises would include a requirement that a fixed percentage of employees be hired from the homeless population. Franchising income would be used to implement plans to build a housing and business complex. Forty or more housing units and support businesses such as a laundry, thrift store, and property management office are among the planned components for the complex.

Additional Comments:

One impetus behind the Burger-Up project was exasperation of Queue-Up staff at the constant hustle they had to do for funds. The job training aspect is a small but serendipitous spin-off from the revenue raising function. Ms. Quarmin would like to see her franchising idea result in larger Burger-Ups that would be able to increase the job training potential.

One suggestion for organizations that are starting new projects is to get someone involved in the planning stage who "speaks the language" of the private sector. The edge that Burger-Up has as a revenue source is mostly because of private sector generosity.

EMMAUS HOUSE

Wood shop trains homeless clients and generates revenue for emergency shelter. Job teams in shelter train clients in self-sufficiency and some marketable skills.

Emmaus House
P.O. Box 1177
New York, New York 10035
(212) 410-6006
Contact: Annie Troy

Detailed Description:

Emmaus House provides long-term housing for up to 60 men, emergency shelter for 20 men per night, and a soup kitchen serving up to 300 meals a day located in Harlem. Within the shelter, clients are assigned to "job teams" where they get experience with responsibility and learn some simple job skills. Job teams include; 1) Shelter, 2) Kitchen, 3) Outreach, 4) Wood shop, 5) Office, 6) Cleaning, and 7) Security. Clients seeking employment may have aptitude tests to determine their employment capabilities. A GED program is available.

The kitchen program is directed to teaching employable skills. Staff is currently working on upgrading the kitchen program to provide health department certification of those completing the program.

Of primary interest to this study is the wood shop program. The wood shop does contract work, such as cabinetmaking, for builders. One company, Turner Construction, is their main client. To avoid conflict with unionized labor, there are some negotiated limits on what kinds of projects Emmaus house can accept. The goal of the wood shop is to provide financial support for the shelter services in addition to providing job skills training.

Emmaus places 34% of clients in both a job and an apartment. 64% are placed in an apartment only.

Client Profile:

Most of Emmaus House's clients are men in their late twenties and have either drug or alcohol addictions. Many grew up in foster care and have not completed high school. While clients are generally able to follow instructions, a lack of initiative is a problem.

Program Costs and
Funding:

The wood shop was funded by a grant from New York Commercial Trust and Morgan Guarantee. The Emmaus staff located the market with Turner Construction before setting up shop. The wood shop supports itself when it has contracts. Between contracts, it is funded by grants. Direct mail entreaties for funds are an ongoing part of Emmaus support.

Additional Comments:

Two ways in which staff believe the Emmaus House program could be made more effective were suggested. First, more thorough testing of clients before placement could help to "direct training" more effectively. Second, there is perceived need to increase the accountability of clients.

Emmaus House is in a unique position of being accepted as a sign of hope in its neighborhood. It is in an area that is blighted and has a high incidence of drug abuse, particularly crack. A proposal to add a service program for AIDS victims was met with some initial resistance, but the credibility of Emmaus House is high in Harlem, and the need for the services offered is great.

Perhaps one reason for Emmaus House's credibility is their policy of encouraging staff people to live at the shelter.

RESTART, INC.

Small business loans and "incubator" services for homeless entrepreneurs. A lawn and snow shoveling service. Job screening and referral.

Restart, Inc.
1026 Forest
Kansas City, Missouri 64106
(816) 472-5664
Contact: Dick Carter

Detailed Description:

Restart is a temporary shelter in Kansas City, Missouri for about 250 homeless individuals and families.

To assist highly motivated people in becoming self-sufficient, they initiated a small-scale revolving loan program for people interested in starting their own business. A \$3,000 to \$4,000 loan and a technical assistance program were offered starting in 1987. Two businesses have resulted from the program; a pest control business and a towing service. The pest control service has hired other homeless people, but the \$4.00 per hour wage is not sufficient to enable employees to live independently.

Restart has operated a lawn and yard service for over four years. The service provides temporary jobs year round with lawn and garden service in the spring, summer and fall, and snow removal in the winter.

Restart started a job screening and referral program in May of 1988 with a two third time staff position. The service includes material and moral support. Emphasis is on setting clients up to create their own success. Mr. Carter prefers not to call the service a "placement" service for that reason. Permanent employment is the goal. 154 placements were made in the first year of the program.

Job training includes social skills. Personnel directors from the business communities are invited to speak to clients in training. Placements include a commitment on the part of employers to provide oversight of clients for one month and report to Restart.

Many placements are in food and hotel service. A major patron is the Marriot Hotel. Fast-food are considered transitional. The Marriot and other employers have been cooperative in encouraging advancement from the lowest paid jobs into more secure jobs.

Restart also has a placement agreement with a local temporary service agency. Temporary jobs are only contracted for four days a week so clients will have an additional weekday in which to search for permanent employment.

Client Profile:

Clients are drawn from Restart's diverse homeless shelter clients. To participate they have to commit themselves to staying "clean and sober."

Clients sometimes become Restart employees, for example the current paid receptionist.

Program Costs and Funding:

Funding for all projects is from the same pot as shelter services. Most funding is from churches and foundations. The loan program was initiated with a \$10,000 grant. It is estimated that \$50,000 in the revolving loan fund would assure the viability of the business incubator program, but the pressing daily needs of shelter guests prevent Restart from earmarking that amount for loans.

The job referral program requires a minimum of one full-time staff person.

Additional Comments:

Transportation is probably the largest limiting factor to the job referral program. Increased access to transportation would open up better job markets.

Restart's location is a positive factor in its potential for success. A bus station is being built across the street that should help with transportation problems, and with the interception of at-risk individuals arriving in the vicinity.

The fastest growing need in Restart's clientele is intervention for at-risk youth. Mr. Carter anticipates the need for a youth diversion program in the near future.

**ACTION TO
REHABILITATE
COMMUNITY
HOUSING (ARCH)**

Trains unemployed adults for building trades while upgrading the community's low-cost housing stock.

Potomac Electric Power Company (PEPCO)
Washington, D.C.
(202) 872-3589
Contact: Duane Gautier

Detailed Description:

ARCH is part of a demonstration project for PEPCO and the Department of Labor under the Stewart B. McKinney Act. The overall program is directed to homeless and at risk-families. The screening and placement part of the four part project is a Private Industry Council approved, JTPA, program. Screening includes adult education and screening for aptitude, physical capabilities and psychological profiles. Clients in this first part of the process are encouraged to develop a "game plan for employment." The other parts of the program are 2) Training, 3) Housing and savings support, and 4) Increasing the availability of affordable housing.

Skilled clients are placed in employment and are supervised for 13 weeks. Unskilled clients are placed in training and provided 13 weeks of supervision. Types of placements include clerical jobs, nurses' aides, masonry and construction.

ARCH runs the construction component of the program directly. Clients learn building trades job skills while rehabilitating low-income housing. As of this interview, May 23, 1989, the project had rehabilitated 13 units of transitional housing and had 18 more units under construction.

Clients placed in the program are provided with six months of transitional housing beyond the training period. They pay rent from program earnings, and part of their income is placed in savings to give them a nest-egg for relocation at the end of the six months. Clients enter into a contract to work, stay drug-free, and keep their kids in school. If the property they occupy is well maintained they get their rent money back when they leave the program.

ARCH also has the goal of being able to provide affordable housing. At present there is funding committed for ARCH to rehabilitate 30 units of abandoned public housing.

Client Profile:	Families who are homeless or otherwise at risk are the targeted group for this program. Non-traditional family groups are encouraged to participate as long as there is a demonstrable effort to maintain the family unit. Thirty percent of ARCH's clients are homeless. To date ARCH has 93 active cases and has placed 45 families in training or jobs.
Program Costs and Funding:	PEPCO is an investor owned utility, and consequently is not subject to public disclosure requirements of its program costs. Estimated percentages of program contributions from various sources were offered. The job training component of the program is funded 35% by PEPCO, 35% by the District of Columbia Public Schools, and 35% by a fee for services contract with JTPA. The construction projects are funded 50% by PEPCO and 50% by the Department of Labor (McKinney Act). Transitional housing is funded 100% by PEPCO. Permanent housing is funded 50% by PEPCO and 50% with leveraged funds.
Additional Comments:	The ARCH is an exciting example of a public/private partnership approach to solving multiple problems of homelessness. PEPCO's motivation for entering into this ambitious program is a combination of altruism and far-sighted self-interest. When implementing a home weatherization program in the early eighties it came to the attention of the utility that many of the housing units audited for weatherization were in need of rehabilitation. In 1986 an estimated 150,000 units needed major rehabilitation. Because utilities necessarily have fixed locations, their long-term self interest requires a stable community. The Washington, D.C. area has a great disparity in its housing market that threatens to erode the economy of PEPCO's service territory. Expensive housing dominates the area, but the services that the affluent support require a pool of labor for low-paying jobs. The expenses of commuting are prohibitive for service workers, so the community needs to supply housing for its service workers. The eroding quality of the city's low-income neighborhoods has threatened the stability of the service labor pool. The utility's plan to use residential conservation as a long-term, cost effective energy resource are also threatened by the poor quality of buildings. Investment in conservation in marginal buildings is not wise investment. A commitment to the improvement and maintenance of the

community's housing stock is a commitment to the future of the community and of the utility.

PEPCO has also retrofitted 300 units of low income housing with energy efficient lighting systems.

PEPCO is clearly not just in this project for its own economic or strategic purposes. That becomes evident when we note that most of the units in the rehabilitation program to date are heated with natural gas, not electricity. The utility has a stated goal to be a "good neighbor."

Mr. Gautier suggests that a job program that hopes to achieve long-term stability for homeless and at risk clients, regardless of its success with training and placement, will have to work to increase the availability of housing.

**CANA INDUSTRIES
MAILING SERVICE
(CIMS):**

Bulk mailing service employing homeless, handicapped and very inexperienced workers.

Jubilee Jobs
1750 Columbia Road, N.W.
Washington, D.C. 20009
(202) 745-7300
Contact: Mimi Darraugh, Director

Detailed Description:

Jubilee Jobs is a non-profit employment agency that places approximately 800 homeless and other unemployed persons in jobs annually. The agency started Cana Industries in 1984 to get difficult-to-place clients an entry into the job market.

Cana emphasizes the development of life skills needed for sustaining work in a more conventional setting. Participants work one month as a trainee and volunteer, then receive \$3.90 per hour for 3 to 6 months. There are six paid positions available at a time.

All the steps of the bulk mailing process are taught before placement. Training time is flexible based on the skill level of the participant. Some clients are placed within a month; others may stay as long as a year. Ms. Darraugh emphasizes the need to learn a "rhythm of job responsibility" in order to be able to accept the constraints of permanent employment.

Weekly job counseling includes an evaluation of clients' progress. Weekly support meetings are also required, and continue after placement in an outside job. Placements are most common in clerical, mail, dish washing, cleaning, food service, and other unskilled jobs. In 1988 CIMS made 35 placements and most of those individuals are still working and/or still participating in the ongoing program.

CIMS specializes in small mailings of up to 5000 pieces and offers competitive rates. They provide pick up, delivery, folding, stuffing, labelling, sealing, stamping, and zip code services.

A new component of the Jubilee Jobs program is the Job Friend Program. Placed applicants can be general members of Job Friends, or they can be matched one-on-one with volunteer mentors. The goal of the Job Friends relationship is to discover "hidden" talents, goals, and dreams that may help direct clients to meaningful work lives.

Client Profile:

CIMS clients are mostly women. The main requirement for eligibility is limited skills. Often clients have no previous job experience, and must overcome a sense of isolation in addition to learning specific job skills. About one third of the clients are homeless. Others are learning disabled, physically disabled, or recently released from institutions.

In the past most clients were referred by shelters and other service agencies. In the last six months Jubilee has been doing outreach in three locations. Regularly scheduled stops are made by workers at an infirmary for homeless men, a dinner program for women, and a day center for women. At each site 3 to 5 new people are interviewed each week. Some eligible people seem to need to see the workers regularly for a period of time before adequate trust is built that allows them to get actively interested in the program.

Program Costs and Funding:

CIMS is run as a business and is expected to pay for itself. The manual processing CIMS uses must compete with other businesses that are largely automated. Between contracts it is not always possible for the business to be self-sustaining. Deficits are picked up by Jubilee Jobs.

Jubilee Jobs is funded largely by donations from churches (18%); foundations and grants (38%); and individuals (34%). The balance of their operating income is from rent, interest and gains in equity. The total operating budget for 1988 was \$246,973. CIMS sustained a budget deficit of \$33,159.

Additional Comments:

Because CIMS is in the district of Columbia, and not in a state jurisdiction, the program does not have access to vocational rehabilitation funding, and they are not certified as a sheltered workshop.

Jubilee is located in the Adams-Morgan district of D.C., which is a multi-racial neighborhood. The income levels of the district are mixed, also, largely gentrified with some low income pockets remaining. Some supporters of gentrification are resistant to growth of Jubilee programs.

Jubilee Jobs is part of a larger, church based network of organizations. Jubilee Housing owns property in the district and operates 315 units of low-income housing. Christ House operates short term medical care and transitional housing for men. Samaritan Inns provides transitional housing. And Columbia Road Health Services provides outpatient care.

CIMS tends to be a seasonal business. Ms. Darragh is working on additional business ideas to create a steady, year-round work load. Another shortcoming of the bulk mail business is the limited range of skills that it teaches. One business idea that appears promising is that of "off-sale" retailing. Donated, new items (not secondhand) would be sold and job skills related to money handling, personal appearance, inventory, and public contact could be developed.

**YORK COUNTY
SHELTER BAKERY:**

Bakery and food service business to train and create employment opportunities for homeless persons.

York County Shelter (YCS)
P.O. Box 20
Alfred, Maine 04002
(207) 324-8811 (Bakery)
(207) 324-1137 (Shelter)
Director: Don Gean
Contact: Wendy Kellman

Detailed Description:

The YCS Bakery is located in an old bakery on what was once the campus of a private school which has been turned into a retirement community. YCS purchased the bakery, which had closed in 1984, from the retirement community.

The project primarily addresses the low level of job skills among shelter residents. The project has three objectives: to provide vocational training in baking and institutional cooking; to prepare meals for YCS's four residential programs and an elderly congregate meals program; and to serve as a major funding source for YCS's other programs.

A six-month training program is offered to three to six individuals at a time. Initial screening is conducted by program staff and selection is by staff consensus. Motivation is the most important factor in assessment.

The program is certified by the state as a vocational rehabilitation training site. The state vocational rehabilitation office provides information on medical and psychological history for screening purposes. There are no testing or work experience requirements.

Three permanent staff, highly trained in food service and restaurant management, were hired for the dual task of training inexperienced and unskilled workers and running a successful business.

The project produces 30,000 meals per year. Most of the 200 loaves of bread baked each day are sold to the wider community.

Most of the trainees have found jobs in the community, though often part-time and low paying ones. They still need to receive housing and other types of assistance to live independently or semi-independently.

Recently, new job skills have been incorporated into the program such as retail sales, dish washing (a skill that is in demand in the area and pays up to \$9.00/hour), catering which includes set-up and waitering, prep cooking, full line cooking and maintenance. Most of these jobs are likely to produce higher paying jobs for future program trainees.

Client Profile:

About half of participants are homeless and half are "at risk" due to very limited skills and abilities. Many are borderline mentally retarded. Most are clients of YCS's housing and shelter programs. About a third have not held the same job for a year. About half are functionally illiterate. Most program participants are receiving social services such as counseling from YCS to support their training experience.

Program Costs and Funding:

The bakery project has a yearly budget of about \$50,000 a year and brings in about \$120,000 from payments received from training, meals for the elderly, and retail and wholesale sale of products to the wider community.

State certification as a vocational rehabilitation training site ensures tuition payments for eligible trainees.

Income to provide for the elderly congregate meals comes from three sources: a \$15,000 annual contract with the housing authority and county social service department; a \$1.56 per meal contribution from the Area Agency on Aging; and a \$1.04 per meal charge to the consumer.

The bakery generates approximately one sixth of YCS's overall annual budget for services including emergency and transitional shelter and permanent housing. YCS also benefits from the consistent cash flow the bakery creates

Additional Comments:

The basic jobs intrinsic to a bakery operation do not offer much chance for economic independence, let alone economic mobility. YCS has responded to this situation by expanding into relate areas where skilled workers may have increased earning power. For instance, there is currently a dishwasher shortage in the area. Until the job market becomes saturated for dishwashers, that is the most promising skill that a person of limited abilities can learn. YCS hopes to be diverse and flexible enough to respond to future needs in the food service job market as they arise.

This is the most effective program we encountered that provides both job training and support for shelter. The program's financial success coupled with the partnership between agencies that serve the homeless and other "at risk" clients and the elderly make this a model project.

OSAGE INITIATIVES

Collaboration between private industry and several service agencies that provides "employability" services and on-site employment for homeless people and others at risk.

Osage Initiatives
1111 Osage Street
Denver, Colorado 80204
(303) 892-8300
Contact: Earl Belofsky

Detailed Description:

Spearheaded by U.S. West, Inc., Osage is a coalition of area businesses, government and community agencies. A 90,000 square foot facility consisting of four interconnected buildings has housed five non-profit groups along with a child care facility, a cafeteria and several newly created businesses intended to provide on-site placements for clients since early 1988.

Adult Learning Source (ALS) has been providing educational opportunities to educationally disadvantaged adults since 1964. ALS focuses on literacy and employability skills. Six hundred volunteer tutors teach around 1900 students each year.

Brothers Redevelopment, Inc. addresses the housing problems of the poor with home ownership counseling, repair and rehabilitation, volunteer projects to upgrade housing for the elderly, such as an annual "paint-a-thon," affordable family housing, and property management. BRI also runs a for-profit real estate company.

Colorado Women's Employment and Education, Inc. (CWEE) provides employment readiness skills, job placement and follow-up for 225 welfare recipients annually.

Community Economic Development Company of Colorado (CEDCO) is a Small Business Administration Statewide Certified Development Program for Colorado. CEDCO makes long-term, low-cost, low-interest loans to small businesses creating permanent jobs. CEDCO has funded 58 projects, 53 of which are still viable, creating approximately 2000 jobs.

The Community Technical Skills Center (CTSC) provides hands-on classroom instruction to one hundred students per quarter in word processing, typing, business communications, and employment readiness.

Osage stimulates the creation of job opportunities three ways: 1) encouraging private enterprise to develop jobs, 2) using allied

ventures that trade Osage expertise in marketing for utilizing the Osage client base, and 3) developing businesses at the Osage facility and at other sites to provide employment and training.

Osage Resource Recovery, Inc. (ORRI) is Osage's first wholly owned business. ORRI assembles packaged kits for U S West, AT&T, and Adolph Coors Company. ORRI is currently pursuing telephone booth repair and painting; distribution of industrial chemicals, and building an assembly line to manufacture plastic containers.

Artisan Initiatives is a joint venture with Osage providing parking lot maintenance and repair; landscape maintenance; and interior and exterior painting.

Dominion Services, Inc. provides asbestos abatement services including air monitoring, survey consulting, specification assistance, emergency contracting and reinstallation. In a joint venture relationship with Osage, Dominion provides employment opportunities for clients.

Auraria Osage Child Care Center is on the Osage site. Use of the facility is shared by Denver's Auraria Higher Education Center which runs it and Osage. Osage's homeless and economically disadvantaged clients' child care costs are paid by social services or on a sliding scale. The education program for infants and preschoolers is designed to foster social and intellectual development. Osage subsidizes the child care center.

Client Profile:

Osage clients are homeless or economically disadvantaged. Most are referred to the program by Denver shelters. Some are walk-ins. Osage for-profit businesses have a job placement and development staff person who screens and places clients. As of mid-June 1989 between 150 and 180 clients have been placed.

Program Costs and Funding:

Land and buildings valued at \$450,000 were donated by US West Communications. \$2.8 million has been solicited from other private donors for renovation of the building complex. US West also donated \$300,000 for seed money to acquire or develop small businesses. Additional funds for business development are anticipated from profits of existing businesses, and private lending institutions.

Building operating funds come from rent from the non-profit

participants, leases to allied agencies such as the child care center, and other businesses that occupy the facility.

Additional Comments: Earl Belofsky, the lead person for this project, was less willing than most of our contacts to answer questions about his program. Most of this case study is drawn from a packet of information he sent. Brothers Redevelopment, Inc., which seemed to be the best of the participating non-profits to help come up with an idea of how the homeless are served by this project, was also unwilling to answer questions, and referred us back to Mr. Belofsky's office.

The project has many apparent benefits for the private sector participants. Initially, it is a public relations coup - Private Industry Takes the Lead in Helping the Homeless! US West has a huge charitable tax deduction, as do other private sector participants to a lesser extent. The project creates a long-term strategy for providing a labor pool for unglamorous, seasonal and one-time production jobs. The ultimate goal of the project is to place clients in long term employment, and some such placements have been made.

SAMARITAN HOUSE "Fast track" training of shelter residents as nurses' aids.

Samaritan House
2301 Lawrence
Denver, Colorado 80205
(303) 294-0241
Contact: Jane Stufft

Detailed Description: This was a pilot program developed in response to a shortage of nurses' aids in the Denver area. The Samaritan House and the Emily Griffith Opportunity School set up a three week course for certified nurses' aids at Samaritan House's shelter. It is the intention of Samaritan House to continue the program four times a year.

Samaritan House is a shelter service provider with 250 beds. Samaritan House also has one full-time staff person who help clients with self-directed job searches, job search skills training and some placement. Emily Griffith Opportunity School is a night school that teaches job skill improvement courses.

The nurses' aid course included 2 weeks of academic work and one week of clinical training. Ten of twelve of the pilot program graduates were hired by Manor House nursing home..

Samaritan House allows residents who find full-time jobs to stay in the shelter 90 days rather than the usual 30 day limit. Those who take advantage of the shelter extension must make a contractual agreement with Samaritan House clarifying their plans. The extension is intended to allow those who do get work to be able to move into permanent housing with a nest egg.

Client Profile: Participants are Samaritan House shelter residents. Some are parents. Some were asked to leave the shelter during their course of study because of behavioral problems.

Program Costs and Funding: This program was supported by some Stewart B. McKinney and FEMA funds. Costs were kept down by combining the resources of the shelter and the night school. The Catholic Archdiocese made up to \$2000 available for loans for uniforms, expecting most to be repaid. Two corporations donated funds for uniforms, watches, books and transportation.

Additional Comments:

At the time of this interview, review of the pilot training project was not complete. Ms. Stufft suggests that more contingency planning will be necessary for a successful, ongoing program.

Child care was the biggest problem for program participants. Students had to provide day care, and there was no provision for school age children who might be home sick from school.

The Emily Griffith School expected all program participants to have assured housing for the duration of the training period. When several students were asked to leave the shelter for behavioral problems, it was difficult for them to follow through on the training. Samaritan House could not guarantee housing to participants who were disruptive to the shelter.

**SKID ROW
DEVELOPMENT
CORPORATION
(SRDC)**

Housing and development business. Two industrial buildings, **Renaissance Building** and **Commercial/Light Industrial Center**, generate income for **Transition House** from lessees whose leases require them to hire local, economically disadvantaged people. **Paper-Back** collects and sells recyclable materials generated by business. **Broadway Maintenance** keeps local streets clean.

Skid Row Development Corporation
434 So. San Pedro St. #601
Los Angeles, California 90013
(213) 623-7130
Contact: William Hill

Detailed Description:

Transition House is a 130 bed facility providing food, shelter, counseling and job placement for men and women. Residents live in dormitory style housing and help in facility operation and maintenance. Approximately 40% of residents find employment or housing or return to their families at the end of their average five week residence.

Skid Row Development Corp. also provides temporary emergency shelter up to 138 people per night at the San Julian Emergency Shelter. Move-On Housing provides permanent housing for Transition House graduates and other low income people in 17 units that were rehabilitated by SRDC.

The Renaissance Building is a six story, 66,000 square foot light industrial building renovated in 1987. The fully leased building houses tenants engaged in the garment and import businesses and serves as the headquarters of SRDC. Tenants with labor intensive industries are preferred and provisions requiring the employment of Skid Row residents are included in the leases.

The Commercial/Light Industrial Center is a 37,000 square foot building built by SRDC. Leases in the fully occupied building require that a certain percentage of jobs be allocated to Skid Row residents. Income generated from this project is channelled into Transition House and other corporate activities.

Paper-Back is a small business venture that collects and sells recyclable products generated in downtown office buildings and government agencies. This business recycles canvas bank bags, serving the banking industry state-wide. Paper-Back has shown a profit for five years, with profits channelled into SRDC programs. Paper-Back employs residents and graduates of Transition House.

Broadway Maintenance has provided jobs for Transition House graduates since summer of 1985, while contributing to the cleanliness of the Central City area. A crew of ten removes rubble daily from heavily frequented Broadway. This program is funded by the Community Redevelopment Agency.

There is some upward mobility for clients within SRDC. From ten to twenty former clients are employed in the corporation at any time, though there is high turnover in those jobs.

Client Profile:

Most clients of all programs are or have been residents of Transition House. Eight of ten participants in the transition program have no source of income, not even public assistance, at entry.

Over one half of all clients are men between the ages of 18 and 35. Women in the transition program seem to have more problems that create obstacles for job readiness.

Transition House is a drug and alcohol free environment. Members are encouraged to participate in Alcoholics Anonymous and to develop positive social values during their stay.

Program Costs and Funding:

SRDC was incorporated in 1978 and began operation later in that same year. The majority of its operating revenue is received under a contract with the Community Redevelopment Agency (CRA) of the City of Los Angeles. Other projects are funded through CRA, the California Department of Housing and Human Services (DHHS), the Department of Housing and Urban Development, and the Economic Development Administration (EDA). SRDC also has a long list of private, church, corporate and foundation sponsors.

Transition House is located in a converted commercial building purchased by SRDC in 1982 and opened in 1983. Transition House generates some of its own funding through a lease of part of the building. Transition House, San Julian Emergency Shelter are funded mostly by CRA. Move-On housing is supported in part by rent payments.

The Renaissance Building was purchased and renovated with a \$1,000,000 grant from EDA, \$667,000 from DHHS, and \$214,000 from other sources. The building was purchased by the City of Los Angeles sum and is leased to SRDC for a nominal sum.

The Commercial/Light Industrial Center is a building that was built

by SRDC on land leased from CRA for 99 years at \$1.00 per year.

Paper-Back is self-supporting and profitable. Broadway Maintenance was started by a \$75,000 grant from CRA. SRDC also provides a job service that coordinates employer/employee job openings for Skid Row residents.

Additional Comments:

This very large program is subject to a phenomenon that Mr. Hill refers to as the "fashion" component of worthy causes. It is very important to cultivate a very broad range of funding sources to keep a multi-faceted program like this one going in the long run.

Anyone considering the economic development approach to employing the homeless needs to be aware that operating costs can easily amount to over 25% of a building's capital cost per year.

**CAPITOL HILL
COMMUNITY
SERVICES:(CHCS))**

Proposal stage; A five year old feeding program plans to create a free restaurant that will provide food service job training.

Capitol Hill Community Services
1420 Ogden Street
Denver, Colorado
Contact: Jean Downs

Detailed Description:

CHCS provides meals at five locations in the Denver area. Ms. Downs is working on qualifying for state vocational rehabilitation funds to incorporate a job readiness program in the feeding service. Professional kitchen and counseling staff would be hired to facilitate training. The community has expressed an interest in and support for the project proposal.

APPENDIX C

BURNSIDE COMMUNITY COUNCIL CLIENT ANALYSIS

BCC CLIENT ANALYSIS

1.1 INTRODUCTION

One element of the Community Planning Workshop's (CPW's) work program is an analysis of the personal characteristics, skills and work experiences of prior Burnside Job Corps clients. Unfortunately, data for previous clients was either unavailable or unreliable. Client files and summary sheets lacked specific job skills information and information about the employers with whom clients had been placed. Future analysis will be possible using the database system that Workshop designed.

2.1 METHODOLOGY

Client information used for analysis came from summary sheets prepared by Burnside Community Council Job Corp for the time period between February 1988 and April 1989. The Job Corp supplied summary sheets from 802 client intakes. This does not represent the total number of intakes done during the specified period of time.

Summary sheets were used in lieu of client files because they contained the most complete information. Due to the large volume of clients processed, many of the intakes were done directly on the summary sheets. Further, the client files contained inconsistent information written on a variety of different forms.

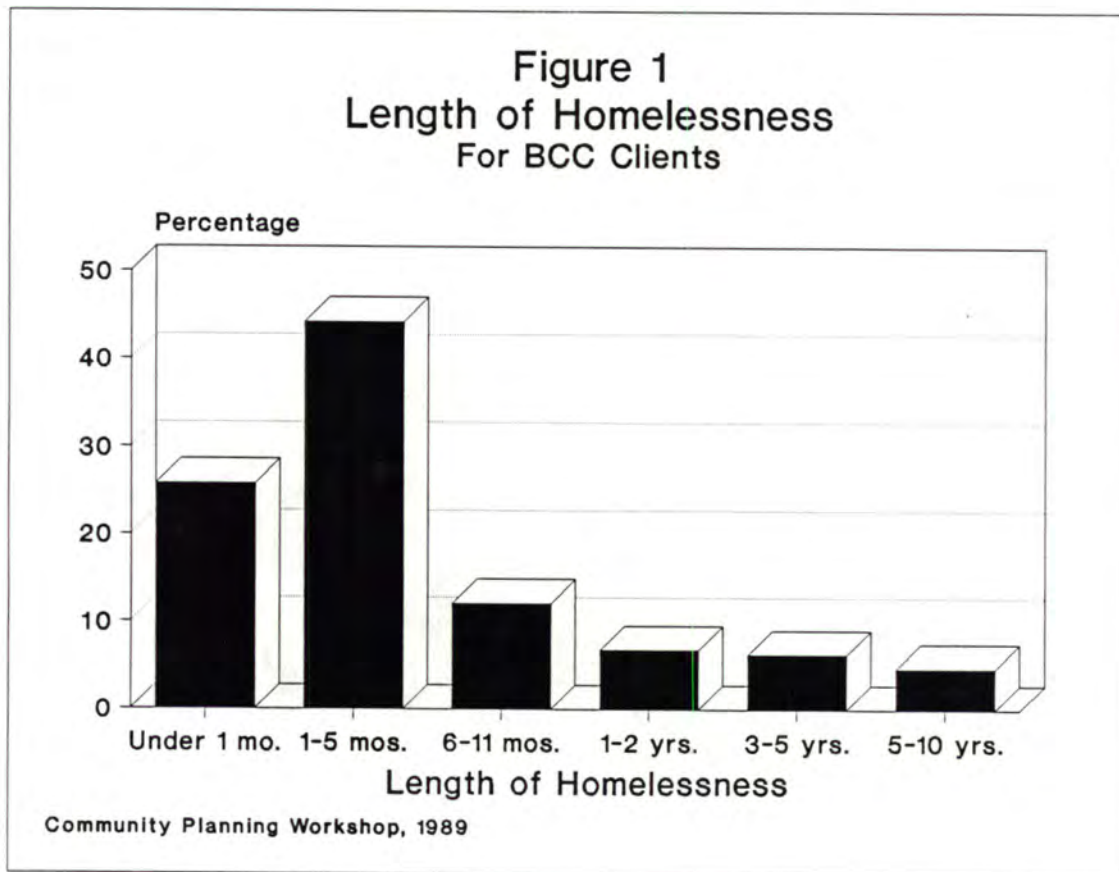
CPW was unable to randomly select clients from the summary sheets for analysis because they were not all complete. Of the 802 entries on the summary sheets, only 380 were complete enough for analysis. CPW decided to randomly select 300 of these completed entries for analysis. The summary entries used offered a broad spectrum of the Job Corp clients.

The client information was entered into the statistical analysis program, SPSSX. Variables were cross-tabulated to test for any significant relationships between variables. Chi-square analysis was used for this purpose.

3.1 FINDINGS

3.1.1 LENGTH OF TIME HOMELESS

The length of homelessness for clients analyzed ranged from 1 day to 10 years. One-quarter have been homeless for less than 1 month and 70% have been homeless for less than 6 months. According to the staff at the Job Corp, 6 months is a threshold for a homeless person. After this time, it becomes very difficult to integrate the person into the work force and housing market. Figure 1 shows the length of homelessness for Burnside Community Council Job Corp clients.

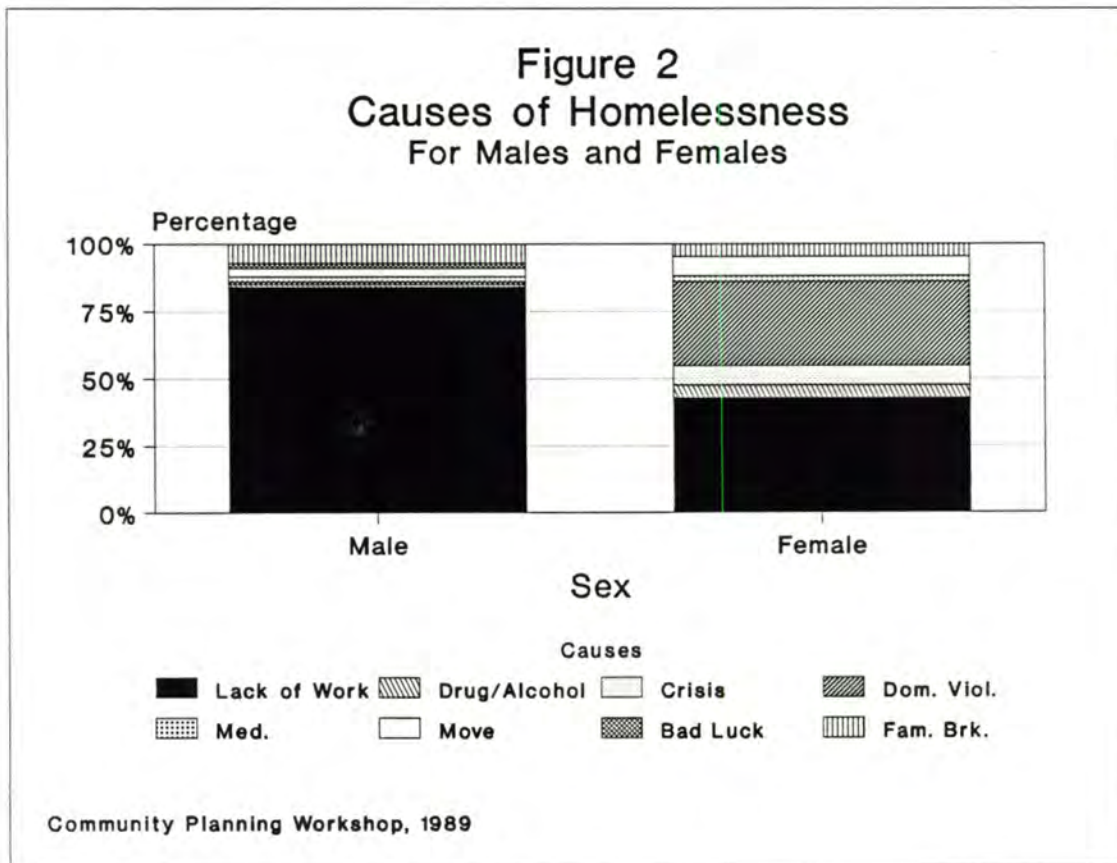


Only one of the variables analyzed was a good predictor of the length of homelessness. Persons with dependents are more likely to have been homeless under 6 months than those who are independent, 80.5% to 62% respectively. However, 11% of the Job Corp clients with dependents have been homeless for over a year. There appears to be no relationship between the client's age, sex, race, education, or veteran status and length of homelessness.

3.1.2 CAUSES OF HOMELESSNESS

Of the 300 clients analyzed 197 listed a cause for their homelessness. Over 75% of these people (75.6%) listed lack of work as their primary reason for homelessness. The next highest causes were domestic violence (7.1%), family break-up (6.6%), and relocation (4.1%).

Significant differences exist for the cause of homelessness by the homeless person's gender. Women are much more likely to be homeless due to domestic violence. Thirty-one percent of the women list domestic violence as the primary cause of their homelessness; only 1 of 154 men responded likewise. Along the same lines, 11.9% of women gave family break-up or crisis as the cause, only 7.1% of men gave that reason. Men overwhelmingly listed lack of work as their primary cause of homelessness (84.4%), twice the rate of women (42.8%). Figure 2 illustrates the differing responses to cause of homelessness for males and females.



4.1 CLIENT DEMOGRAPHIC INFORMATION

The demographic information contained on the 300 complete summary sheet intakes CPW used for analysis compares favorably with the 1,295 new clients served in 1988. Table 1 contains the demographic information on the clients CPW analyzed and Table 2 contains demographic information all of new clients BCC served in 1989.

Table 1

**BCC Job Corp Demographic Information
for Clients Analyzed**

	<u>Males</u>	<u>Females</u>
	250 (83.3%)	49 (16.5%)
<u>Age</u>		
Under 20:	6 (2.4%)	1 (2%)
20-29:	109 (43.9%)	26 (53.6%)
30-39:	81 (32.7%)	15 (30.6%)
40-49:	28 (11.3%)	3 (6.1%)
50-59:	6 (2.4%)	0
Over 60:	1 (.04%)	0
<u>Race</u>		
Caucasian:	152 (61.0%)	32 (65.3%)
Black:	42 (16.9%)	13 (26.5%)
Hispanic:	33 (13.2%)	2 (4.1%)
Am. Indian:	21 (8.4%)	1 (2%)
Asian:	1 (.004%)	1 (2%)
<u>Dependents</u>		
Family:	84 (33.6%)	30 (62.5%)
Independent:	166 (66.4%)	18 (37.5%)
<u>Veteran</u>	69 (28.5%)	1 (2%)

<u>Ex-Offender</u>	59 (24.8%)	8 (17.8%)
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<u>Men./Phy. Disabil.</u>	29 (13.9%)	8 (17.0%)
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<u>Drug/Alcohol Abuse</u>	83 (40.3%)	24 (50.0%)
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Education

Under 6 yrs.:	5 (2.0%)	0
6-8 yrs.:	15 (6.0%)	0
9-11 yrs.:	58 (23.5%)	15 (30.6%)
12 yrs.:	93 (37.6%)	16 (32.6%)
13-16 yrs.:	35 (14.2%)	14 (28.6%)
GED:	38 (15.4%)	4 (8.1%)

Length of Homelessness

Under 1 mo.:	37 (24.5%)	12 (31.6%)
1-5 mos.:	63 (41.7%)	20 (52.6%)
6-11 mos.:	19 (12.6%)	4 (10.5%)
1-2 yrs.:	13 (8.6%)	0
2-5 yrs.:	11 (7.3%)	1 (2.6%)
5-10 yrs.:	8 (5.3%)	1 (2.6%)

Cause of Homelessness

Lack of Work:	130 (84.4%)	18 (42.8%)
Drug/Alcohol:	1 (.006%)	1 (2.4%)
Crisis:	0	3 (7.1%)
Domestic Viol.:	1 (.006%)	13 (30.9%)
Medical:	3 (1.9%)	1 (2.4%)
Move:	5 (3.2%)	3 (7.1%)
Bad Luck:	3 (1.9%)	0
Fam. Break-up:	11 (7.1%)	2 (4.7%)

Table 2

**BCC Job Corp Demographic Information
for New Clients, January-December 1988**

<u>Sex</u>		<u>Age</u>	
Males:	1073 (83%)	Under 20:	68 (5%)
Females:	222 (17%)	20-29:	530 (41%)
		30-39:	497 (38.5%)
		40-49:	158 (12%)
		50-59:	41 (3%)
		60+:	1 (.00%)
<u>Race</u>		<u>Dependents</u>	
Caucasian:	815 (67%)	Family:	339 (26%)
Black:	209 (16%)	Independent:	956 (74%)
Hispanic:	69 (5.5%)		
Am. Indian:	189 (15%)		
Asian:	11 (1%)		
Other	2 (.001%)		
<u>Veteran</u>	367 (28%)	<u>Ex-Offender</u>	178 (14%)
<u>Men./Phy. Disabil.</u>	152 (12%)	<u>Drug/Alcohol Abuse</u>	
		Past:	26%
		Present:	20%
		In Treatment:	6%
<u>Education</u>		<u>Length of Homelessness</u>	
Under 4 yrs.:	11 (1%)	0-6 mo.:	67%
5-9 yrs.:	213 (16%)	6-23 mo.:	16%
10-11 yrs.:	201 (16%)	2-5 yrs.:	14%
12 yrs.:	495 (38%)	5-10 yrs.:	1%
13-16 yrs.:	260 (20%)	Over 10 yrs.:	2%
GED:	115 (9%)		
<u>Cause of Homelessness</u>			
Lack of Work:	49%	Drug/Alcohol:	18%
Domestic Viol.:	2%	Medical:	5%
Move:	14%	Other:	5%
Fam. Break-up:	6%		

APPENDIX D

**CHARACTERISTICS OF 32 PROJECTS
RECEIVING FEDERAL STEWART B. MCKINNEY ACT GRANTS**

**SYNOPSIS OF
HOMELESS JOB TRAINING
DEMONSTRATION PROJECTS**



**U.S. DEPARTMENT OF LABOR
DIVISION OF PERFORMANCE MANAGEMENT AND EVALUATION
OFFICE OF STRATEGIC PLANNING
AND POLICY DEVELOPMENT**

JANUARY 1989

JOB TRAINING FOR THE HOMELESS DEMONSTRATION PROGRAM

In July 1987, the Stewart B. McKinney Homeless Assistance Act became law. As part of the McKinney Act's comprehensive approach to addressing problems of the homeless, Section 731 authorizes the Secretary of Labor to award grants for job training demonstration projects for homeless individuals.

The Department's demonstration program has been designed to be highly responsive to the intent of the McKinney Act. Its overall purpose is to provide information and direction for the future of job training programs for homeless Americans. The focus is on knowledge building to inform national policy, program content, and system development.

Its supporting goals are:

- To gain information on how to provide effective employment and training services to homeless individuals; and
- To learn how States, local public agencies, private nonprofit organizations, and private businesses can develop effective systems of coordination to address the causes of homelessness and meet the needs of the homeless.

The one-year grants are to demonstrate innovative and replicable approaches to providing job training to the homeless population. Recognizing the diversity of subgroups within the population, the demonstration program as a whole includes the full spectrum of homeless people. Some grants are, however, for projects that emphasize assistance to one or more subgroups within the homeless population. These include the chronically mentally ill, substance abusers, families with children, single men, single women and homeless youth.

Each grantee must provide coordination, outreach, assessment and job training activities. Four training elements that are especially important to the homeless population for placement and retention in stable jobs are skills training, on-the-job training, work experience, and followup services.

The grantees will conduct individual project evaluations and will participate in a national evaluation, to be managed by the Employment and Training Administration, across all grantee projects. The Secretary must prepare a final report of these evaluations to the President, to the Congress and to the Interagency Council on the Homeless (a Federal coordinating group established by the McKinney Act) no later than April 1, 1990.

Following is a list of thirty-three (33) fundable grants.

For more information about this program, contact:

John Heinberg, Director
Homeless Job Training Program
OSPPD, Rm. N5629 FPB
Employment and Training Administration
200 Constitution Ave.
Washington, D.C. 20210
(202) 535-0682

PIMA COUNTY COMMUNITY SERVICES DEPARTMENT

Pima County Re-entry Center

**Henry Atha, Director
Re-entry Program
150 W. Congress, 4th Floor
Health and Welfare Building
Tucson, AZ 85701
(602) 792-8688**

Project Description

The Pima County Re-entry Center will expand existing services to ensure that more comprehensive service options are provided to assist the homeless of Pima County in securing employment. The Center utilizes a structured, flexible and intensive case management approach to its employment services. These services include: supportive resources, job counseling, and supervised job search activities. The project will expand in the following ways: the case management staff will be doubled to permit more manageable workloads and allow for more client interaction, the duration of employability skills training will be extended from 37.5 hours to 70 hours; 40 long term on-the-job training positions and 20 skills training positions will be provided, and long term retention in the form of an aftercare component for 100 direct placement clients will be provided. These new tasks will be implemented in conjunction with the Travelers Aid Society of Tucson and with the support of several other community agencies.

Population Served and Expected Outcomes

The Pima County Re-entry Center will serve any homeless persons who are willing and able to work. Prior treatment is required for the mentally ill and the chemically dependent. The program will enroll 300 homeless individuals into assessment and employability skills instruction. Upon completion of this phase, 40 participants will be enrolled in on-the-job training and 20 enrolled in classroom vocational skills training in occupations that offer opportunity for career advancement and that are in demand in the local labor market. The remaining 240 participants will continue in job search activity. The project will place 202 participants in unsubsidized employment for at least 20 days at 30 hours per week with an average wage of \$4.50 per hour. In addition, there will be 202 homeless individuals placed in transitional or permanent housing.

Evaluation Design

The project will use the automated JTPA management information system (MIS) of the Community Services Department to track and report project outcomes. Enrollment, completion, placement and retention data will be generated by the Re-entry staff and submitted to the JTPA MIS Section for data entry. The evaluation will analyze the performance measures planned compared to the actual performance and provide a narrative report.

STEP UP ON SECOND

Project Change

Susan Dempsay, Executive Director
1328 Second Street
Santa Monica, CA 90401
(213) 393-6166

Project Description

Step Up on Second will provide a comprehensive vocational re-entry program, called Project Change, for homeless mentally ill persons in Santa Monica and the Westside of Los Angeles County. Project Change will provide training, monitor progress and provide support as each participant acquires or rebuilds their employable skills and work habits. The project will include such services as intake, assessment, job-readiness activities, placement, support, and evaluation. Additional project components include disability management and substance abuse education and counseling. Concurrently, an Individual Vocational Plan (IVP) will be designed to meet the client's goals. Transitional Employment Placements (TEP) in the private sector will allow participants to acquire and rebuild work skills and minimize such employment barriers as fear of failure, rejection, and inability to work outside a protective environment. Job counseling, clinical intervention, monitoring and job support groups will help clients maintain employment.

Population Served and Expected Outcomes

Project Change will serve homeless mentally ill persons in the Santa Monica/Westside area. The project will identify, intake and process 400 individuals, 120 of which will enter Level I and have an individualized treatment plan. At least 90 participants will complete the prevocational training phase and transition into placement. At least 60 participants will maintain their placement with long term continued support, and the same number will master acceptable levels of hygiene, grooming and clothing maintenance appropriate to their individual worksite. At least 60 participants will receive long-term case management support for the duration of their job. Such activities will include job counseling, support groups and any necessary interventions.

Evaluation Design

The evaluation will contain the total number of homeless mentally ill served, with a breakdown by ethnicity, disabilities, eligibility for benefits, education, and previous work experience. The number of mentally ill homeless individuals placed in jobs will also be broken down by these demographic categories. The average length of training time and cost will be determined. The average retention rate of placement for participants after training, with a breakdown as to total number of interventions and follow-up, and the resources used to aid job retention will also be included in the final evaluation.

NORTH COAST OPPORTUNITIES

Bright Center Homeless Project

Mary Tyler Browne, Project Director
North Coast Opportunities, Inc.
413-A North State Street
Ukiah, CA 95482
(707) 462-1954

Project Description

The project will involve an expansion of North Coast Opportunities' (NCO) Bright Center, an employment counseling/training program serving AFDC recipients in Mendocino County. The project will provide direct training and case-management support, combined with referral to and assistance in accessing services and employment. Components of the project include: outreach to shelters and cross referral with other JTPA providers; assessment for pre-employment and employment needs, pre-employment counseling/job-readiness training, referral to training for basic and vocational skills, on-site computer training, community work experience, job development, job search assistance and placement, support services, and employment maintenance and follow-up.

Population Served and Expected Outcomes

The Bright Center Homeless Project will serve homeless adults, including individuals, families with children, chronically mentally ill adults, veterans, and disabled and handicapped homeless adults from throughout Lake and Mendocino Counties. A minimum of 160 homeless individuals will be referred to the project and assessed for employment and training needs. Of these, 70-110 homeless individuals will enroll in the program, 15-30 will receive basic skills training, 35-45 will receive vocational skills training, 30-50 will be placed in employment, and 30-50 will maintain employment for 13 weeks. In addition, the program will provide information about innovative approaches and methods of service delivery in a rural area, and provide a model for coordinating these services with other State and Federally funded programs for the homeless.

Evaluation Design

Evaluation activities will be conducted at three levels: 1) the Director will be responsible for the management of the evaluation process, including monitoring of ongoing data collection and analysis; 2) an evaluation consultant will design the evaluation at the local level, train staff data collection and program documentation, analyze program results and compliance with program specifications, and prepare the reports; and 3) the project Secretary/Data Clerk will collect and enter all data and evaluative information and provide this information to the consultant and to the Director. The program will be evaluated locally for success in achievement of program goals and outcomes, and for cost-effectiveness.

RICHMOND PRIVATE INDUSTRY COUNCIL

Employment and Training Services for the Homeless

**Marvin Wills, Employment and Training Director
Richmond Private Industry Council
330 25th Street
Richmond, CA 94804
(415) 620-6585**

Project Description

The Richmond Private Industry Council (PIC) will expand and augment current employment and training services, targeting homeless individuals primarily within West Contra Costa County. The project design emphasizes pre-employment preparation, work maturity and linkage of all training to literacy and remedial services. The project will utilize a case management approach. Case managers will provide outreach, assessment and referral to appropriate services, job counseling, advocacy, and follow-up. The project will outstation staff at emergency shelters and will coordinate services with emergency providers of rental and food assistance. The PIC will subcontract for many services with a community-based organization, Rubicon Programs, Inc., currently providing specialized services to the disabled and hard to serve.

Population Served and Expected Outcomes

Services will be provided to all homeless individuals, 14 years of age and older. Those subpopulations identified as comprising a high percentage of the homeless, such as those considered mentally ill, will be specifically targeted by this project. The project will: provide outreach to over 250 individuals, provide assessment and job counseling to 150, enroll at least 85 in pre-employment activities, enroll 65 in job skills training, and place 50 homeless into unsubsidized employment for 13 weeks or more. Follow-up services will be provided for at least six months after program completion. The intent of this project is to determine the best method in which the employment needs of the homeless can be integrated into the current service delivery system.

Evaluation Design

The evaluation will use the City of Richmond's management information system to track the numbers of individuals served in all activities and provide demographic information (e.g., age, sex, family status, economic status). Quarterly enrollment summaries will be provided. These summaries will contain information on the training status of all enrollees, average length of training time, all terminations including entry into unsubsidized employment, and wage gain information. Youth employability enhancements will be tracked for homeless youth.

CENTER FOR INDEPENDENT LIVING

Jobs for the Homeless Consortium

Michael Daniels, Coordinator for Jobs for the Homeless
Center for Independent Living
2359 Telegraph Avenue
Berkeley, CA 94704
(415) 841-4776

Project Description

The consortium includes the Center for Independent Living (CIL), the Berkeley-Oakland Support Services Agency, the Oakland Private Industry Council (OPIC) and the Veterans Assistance Center. They will also coordinate with a number of other support groups for the homeless in Alameda County. The consortium will be managed by a coordinator. The consortium approach will provide for the entire range of services homeless persons need to stabilize their basic needs and to begin their job search. Services include the provision of transitional or permanent housing, transportation, child care, medical care, and food and clothing. Using a case management approach, the Jobs for the Homeless Consortium (JFHC) will provide pre-employment, employment, and post-employment services for the homeless population. The project will include six steps: 1) outreach to the unemployed homeless and to employers who need employees; 2) assessment for job readiness; 3) ongoing job preparation workshops and individual counseling sessions (homeless individuals will be recommended to the OPIC for specific skills training or placement in educational or vocational classes--training periods will average 3 months); 4) pre-placement activities, including job search workshops and job listings, with constant oversight by case managers; 5) one-on-one support by the case manager, including familiarity and contact with the employer for those employed; and 6) evaluation.

Population Served and Expected Outcomes

There will be 2,000 homeless persons assessed for placement in JFHC activities and 750 will enroll in at least one activity, with 300 attending workshops, counseling and support sessions, 50 people receiving vocational skills or classroom training through the OPIC (with a minimum of 30 completions), and 250 receiving job search assistance. About 150 people will be placed in unsubsidized employment at an average wage of \$5.75 an hour, and 120 people will be gainfully employed after 13 weeks. One hundred people will attain transitional or permanent housing.

Evaluation Design

Quarterly progress reports will be delivered. Preliminary and final evaluations of the program will also be delivered. They will include the number of homeless placed in jobs, the average length of training, the average training cost, and the average retention rate of placements after 13 weeks. The consortium will analyze its program as a national model and indicate how the program can be replicated.

DENVER DEPARTMENT OF SOCIAL SERVICES

Addressing Barriers to Permanent Employment for the Homeless

Charles Sauro, Homeless Program Coordinator
Denver Department of Social Services
2200 West Alameda Avenue
Denver, CO 80223
(309) 936-3666

Project Description

This project is directed toward developing a comprehensive approach to removing persons from homelessness. Project coordination will include the commitment of the Denver Private Industry Council and its administrative entity Denver Employment and Training Administration (DETA) and more than 15 other agencies and their affiliated service providers. Outreach will target individuals on the street, those currently using services of agencies for the homeless, and individuals who are "disruptive" and tend to complicate services to others. A "Drop In" Center will provide vocational evaluation, referrals to temporary jobs, and assistance to access benefits and entitlements. When assessment results show a standard similar to other JTPA clients, clients will be referred directly to DETA or its vendors. This will promote the provision of the full array of services through shared costs. Special emphasis will be placed on assuring a smooth transition from shelter, to transitional, to permanent housing for those in training. Case-manager aides will assure individual attention to each participant and provide continuity in following a client through all project services.

Population Served and Expected Outcomes

The total number of individuals who will be served cannot be accurately estimated. A minimum of 1,000 people are expected to be contacted. About 125 individuals will achieve some entitlements or other services which will enable them to leave the shelters. About 250 adults will choose to participate in the assessment or employment-preparation components of this project. The minimum number of participants who will move from a state of homelessness to unsubsidized employment and a permanent residence which they can afford will be 112 (54% placed). In addition an estimated 100 more family members will be in such units. For those in training, the average length of stay will be 23 weeks, with 75% expected to retain employment. The total reduction in homelessness will be 340 individuals, about 11% of the homeless people in Denver.

Evaluation Design

A data base will be maintained to provide a more comprehensive look at selected individuals including service interventions and the time between such interventions. Monthly reviews will include the numbers of new cases and of old cases becoming inactive. Reporting requirements will include monthly financial reports of expenditures, quarterly program reports, and preliminary and final evaluation reports.

DELAWARE DEPARTMENT OF HEALTH AND SOCIAL SERVICES

Model Job Training and Employment Program

Neil Meisler, Director
Division of Alcoholism, Drug Abuse and Mental Health
1901 N. Dupont Highway
New Castle, DE 19720
(302) 421-6101

Project Description

The Delaware Department of Health and Social Services, Division of Alcoholism, Drug Abuse and Mental Health (DADAMH) will utilize a case management team model as the framework for providing effective social support, job training, and employment services for the homeless in New Castle County, particularly in the City of Wilmington. The program will take a comprehensive approach to addressing the needs of the homeless from identification through the end of the retention-in-employment period and beyond. Services will be provided through a team of case managers supplied by a private agency under contract with DADAMH. Case managers will provide services either directly or through referral to local agencies. The case management team will serve targeted homeless persons in the following ways: 1) outreach; 2) attention to health, housing, economic and social service needs; 3) educational and job training services; 4) job placement; and 5) intensive support throughout the project to prevent relapse into homelessness. Upon successful completion of the project, single mothers will receive ongoing service from appropriate existing programs, and mentally ill individuals will receive services from community mental health programs funded or operated by DADAMH.

Population Served and Expected Outcomes

This project will target two subgroups of the homeless, single mothers and persons with mental illness. An estimated 350 homeless persons will be screened by the project. Two hundred will receive immediate assistance and be transferred to existing community services. A total of 150 homeless persons (100 single mothers and 50 mentally ill individuals) will receive ongoing assistance in housing, physical health, mental health, pre-employment training and employment services. It is estimated that 100 will complete the training, 75 will be placed in a job, and 60 will complete at least 13 weeks of successful employment.

Evaluation Design

Matrix Research Institute (MRI) will conduct the evaluation of the project. The characteristics of homeless served, services provided, cost indices, client performance, effective service combinations, and team approach effectiveness will all be evaluated in an ongoing process.

ARCH TRAINING CENTER

Job Training for the Homeless

Soyini Ahmad, Executive Director
ARCH Training Center, Inc.
2427 Martin Luther King Avenue, S.E.
Washington, D.C. 20020
(202) 889-6344

Project Description

The ARCH Training Center will provide a comprehensive service model, based on the principles of case management, to serve homeless individuals in the D.C. area. Through expansion of services, ARCH will work with the D.C. PIC and members of the Association of Homeless Services Providers to meet the employment needs of the homeless. ARCH will provide outreach services to shelters, hotels, feeding centers and other locations. ARCH will conduct medical, social, educational and vocational assessment for homeless participants. Based on the assessments, ARCH will create an Individual Service, Training, and Employability Plan. Pre-training needs that must be met before job training will be identified by the ARCH case manager and fulfilled in conjunction with appropriate support service providers. The D.C. PIC will coordinate job-readiness training and placement with selected vendors. Post placement services (i.e., counseling, crisis intervention and advocacy) will be provided through the ARCH Training Center. Additional services provided for the homeless through the project include: psychological assessments and care, coordination with court and probation officials, financial counseling, substance abuse services, emergency and transitional housing, transportation, and day care.

Population Served and Expected Outcomes

ARCH Training Center will serve homeless individuals in the D.C. area but will primarily target families and single mothers. ARCH and the D.C. PIC will recruit as many persons as necessary to fill 60 training slots and will sustain 85% of enrollees in training through graduation. Ninety five percent of graduates will find training-related employment, and 90% will maintain employment for at least 13 weeks.

Evaluation Design

ARCH and the D.C. PIC both have established internal evaluation programs for measuring the success of their efforts. In this project, the PIC will monitor the following internal evaluation activities: efficiency of the process, meeting benchmarks, client demographics, apparent success factors, and the attainment of outcome measures.

BROWARD EMPLOYMENT AND TRAINING ADMINISTRATION

Coordinated Demonstration Project

Mason C. Jackson, Executive Director
Broward Employment and Training Administration
330 North Andrews Avenue
Fort Lauderdale, FL 33301
(305) 765-4545

Project Description

Broward Employment and Training Administration (BETA) will promote self-sufficiency for the homeless by providing comprehensive training and employment services. A coordinated case management system will establish a network to negotiate necessary social services and support services such as child care and transportation, while attempting to stabilize housing needs. BETA will coordinate with a number of agencies in Broward County currently providing emergency food and shelter for the homeless. An Outreach Specialist who has prior experience in working with homeless individuals will be hired to coordinate outreach. The Outreach Specialists will screen applicants, determine eligibility, give preliminary assessment of training and employment needs, and schedule and teach pre-employment workshops at the shelter. Intake services will be provided at Career Centers, strategically located in three areas of the county. A pre-employment program and supportive counseling, provided by employment counselors, will be available to each participant. Under financial agreements with BETA, various trade, technical and vocational school sites offer training for specific vocations. Each participant will be placed in a job-specific training program based on his/her abilities and expressed career interests. All occupational areas for training will be in high demand in the local labor market. Training will average eight weeks.

Population Served and Expected Outcomes

The Coordinated Demonstration Project will serve 150 participants and enroll 113 in training. The number of project participants entering unsubsidized employment will be 96, with 77 being retained on the job 30 days, 62 for 60 days, and 50 participants retaining employment for 90 days. Average wage at placement will be \$5.00 per hour.

Evaluation Design

The evaluation will be conducted by BETA's Director of Program Research and Development. BETA will use its management information system for the collection, storage, and analysis of project data.

ELGIN COMMUNITY COLLEGE

Fox Valley Consortium for Job Training and Placement of the Homeless

**Cynthia Moehrlin, Project Director
Elgin Community College
1700 Spartan Drive
Elgin, IL 60123
(312) 888-7847**

Project Description

In order to facilitate the homeless in their efforts to become economically independent, Elgin Community College Alternatives Program will establish the Fox Valley Consortium for Job Training and Placement of the Homeless. An effective, holistic case management approach to vocational training and job placement will be utilized. A consortium of local agencies will provide various components of the project, including: recruitment, intake and assessment; intensive workshops addressing career direction and job hunting skills; development of an Employability Development Plan and a typed resume, vocational training programs; support services; job placement; permanent housing; and retention and job survival facilitated by active follow-up. Services for homeless youth (ages 14 - 21) will be provided and active referral to the Youth Training Program will occur.

Population Served and Expected Outcomes

Eligible participants will include the full spectrum of homeless people, age 14 years or older. The Fox Valley Consortium will serve at least 150 homeless women, 50 homeless men, and 50 limited English proficient homeless Hispanics. A measurable, concrete reduction of the problem of homelessness will result from the activities proposed by the Fox Valley Consortium. A total of 250 homeless persons will be enrolled in the project, and 150 participants will complete the Occupational Decision Making/Job Skills Seminars. The project will assist 115 in enrollment for short-term vocational training programs. Ninety-two participants will complete training in Basic Skills, ESL or Vocational areas. At least 125 participants will be placed into permanent, full-time, unsubsidized employment with job placement confirmation after 13 weeks.

Evaluation Design

Evaluation will be done by participants, Consortium members and staff members with results tabulated and distributed by the Director. Evaluation data includes: number served, number placed in jobs, average training time, average training cost, average retention rate of job placement, and number of homeless individuals placed in transitional or permanent housing outside of shelters.

ROCK RIVER TRAINING CORPORATION

Bridges Program

Coleen K. Williams, Executive Director
Rock River Training Corporation
2222 East State Street
Rockford, IL 61104
(815) 229-2770

Project Description

Rock River Training Corporation (RRTC) will employ a "Bridges coordinator" who will work with program participants who have been pre-screened by referral organizations in two ways: 1) to identify the RRTC JTPA funded training program that are most appropriate to their needs; and 2) to provide, through the existing homeless network and RRTC, the necessary supportive services to enable homeless participants to enter and remain in training. All RRTC JTPA funded programs will be available to Bridges participants. The Bridges coordinator will screen and assess potential participants and will continue to work closely with the participants throughout their training and their first thirteen weeks in unsubsidized employment.

Population Served and Expected Outcomes

The Bridges program will enroll 20 homeless people with the minimum goal of having 10 complete training, enter unsubsidized employment, and still be working 13 weeks later. Other performance measures include: number completing training (14), number placed in jobs (13), average wage at placement (minimum of \$4.75 per hour), number obtaining unsubsidized shelter before or upon entering employment (13), and number completely self-sufficient after 13 weeks on the job (10 minimum).

Evaluation Design

The Bridges coordinator will be responsible for collection of information concerning performance measures, the amount of time the coordinator spends working with each participant, the number of homeless people pre-screened and referred, a breakdown of the RRTC training programs that participants entered, and the average length of "pre-training" the Bridges coordinator gave participants before enrollment in an RRTC training program. The evaluation will include a narrative regarding the program's strengths, ways to improve the program, cooperation received from the network of agencies serving the homeless, an assessment of the program design, and recommendations for continuing the program.

ILLINOIS DEPARTMENT OF PUBLIC AID

Project Opportunity

Robert P. Clark, Chief
Prescott Bloom Building
201 South Grand Avenue East
Springfield, IL 62763-0001
(217) 782-0901

Project Description

Illinois Department of Public Aid (IDPA), in partnership with Travelers & Immigrants Aid (TIA), and in coordination with all key agencies for employment and the homeless, will operate Project Opportunity demonstration project for the homeless in the City of Chicago. The project will provide: 1) coordination and outreach activities, 2) in-shelter outreach and assessment, 3) pre-employment services, 4) job training, and 5) comprehensive support services. Each client will be assigned to a case manager who will coordinate all client services and movement within the project. A total assessment will be completed and an employment plan will be negotiated. Assignments to necessary services will be made to ensure that the client is ready for employment. Clients who cannot benefit from the project will be referred to alternative programs. An extensive public information campaign will be conducted to achieve referrals of homeless people into the project. The project will be coordinated by a special steering committee that will advise the IDPA and the TIA. The steering committee will meet regularly with the Project Officer and the Project Director. It will promote interagency coordination, publicize project services to facilitate referrals, provide technical assistance on labor market trends, and solicit support from the business community.

Population Served and Expected Outcomes

Five hundred potential clients will be screened, with 300 admitted into job preparation training. About 150 clients will achieve full-time, unsubsidized employment and less than 150 clients will maintain employment for 13 weeks. A permanent city-wide referral employment service for the homeless will also be created.

Evaluation Design

The project will be measured quantitatively against expected outcomes. The project will measure important support performance indicators, including the number of homeless approved for public assistance, placed in transitional or permanent housing, and receiving specialized support services. The project evaluation will be conducted by an independent evaluator. The contractor will assist in the creation and maintenance of a client tracking system to collect required data. The evaluator will produce evaluation reports to aggregate client outcome data on a monthly and quarterly basis and will also assist in the national evaluation.

LAND OF LINCOLN GOODWILL INDUSTRIES

Goodwill Industries Job Training for the Homeless

Larry Hupp, Executive Director
800 North 10th Street
Springfield, IL 62702
(217) 789-0400

Project Description

Goodwill Industries will provide a program that includes life status and vocational assessment, supportive services referral, job seeking/job retention and classroom vocational training, job coaching and/or on-the-job training, placement assistance, and follow-up for 20 homeless persons. The goals of the life status and vocational assessment services of this project will be to identify supportive services needed, assess the educational and vocational skill level of each participant, determine suitable employment objectives, and develop individual vocational and placement plans to facilitate competitive employment. Goals of the job seeking/job retention and classroom vocational skills training are to allow participants the opportunity to explore specific vocational areas, develop realistic occupational objectives and learn effective job search and job maintenance techniques.

Population Served and Expected Outcomes

Goodwill Industries Job Training for the Homeless project will serve 20 homeless persons. Sixteen participants will successfully complete the program, and 13 participants will be placed in competitive community employment for at least 13 weeks. Specific information relative to the homeless participants' situation will be obtained to enable the project to provide effective linkage with other service agencies when possible and to identify needed but unavailable services.

Evaluation Design

The Goodwill Industries of America Program Evaluation System will be utilized to monitor program performance. Information pertaining to the number of homeless persons served, number of homeless persons placed in competitive employment, length of training time from program entry point to employment, retention rate of homeless individuals placed in competitive employment, and average training cost will be collected and monitored.

HOOSIER VALLEY ECONOMIC OPPORTUNITY CORPORATION

Moving Homeless Families and Individuals Out of Poverty

**Jerry L. Stephenson, Executive Director
Hoosier Valley Economic Opportunity Corporation
510 Spring Street
Jeffersonville, IN 47131
(812) 288-6451**

Project Description

Hoosier Valley Economic Opportunity Corporation (HVEOC) will expand its existing case management system to assist homeless individuals in overcoming multiple barriers to becoming employed. The project will place special emphasis on self-esteem and self-image building and will use counseling and community networking as two important tools in achieving employment for the homeless. An assigned case manager will develop a plan with the homeless family or individual, identifying ways to overcome barriers to becoming self-sufficient and emphasizing employment as a key factor to success. HVEOC has the ability to coordinate the following services to the homeless: emergency services of bed and board, personal advocacy through the case management system, coordination with the local JTPA services, and networking with other local human service agencies and private business through the local Private Industry Council. Basic education, job search and employment skill services will help homeless participants obtain unsubsidized employment.

Population Served and Expected Outcomes

The Moving Homeless Families and Individuals Out of Poverty project will serve 100 homeless families and individuals in 14 counties in Southern Indiana. Of these, 72 individuals will obtain employment and 36 will retain employment for 13 weeks. Twenty-eight additional homeless families or individuals will move into affordable housing. Through this project, HVEOC will develop a replicable national model for "Self-Sufficiency Planning for the Homeless," and HVEOC will prepare to serve as a national training site to assist other areas to replicate the project.

Evaluation Design

Operational data will be gathered as the project progresses and will be forwarded to the project evaluator for report preparation. All evaluations and reports will include data identifying individual performance and outcomes. Evaluation of any efforts which succeed or fail to achieve the goals of the project will also be included.

JEFFERSON COUNTY PUBLIC SCHOOLS

Project WORTH: Work Opportunity Readiness for the Homeless

Jeannie Heatherly, Coordinator of Special Projects
Jefferson County Public Schools
Department of Adult and Continuing Education
4409 Preston Highway
Louisville, KY 40213
(502) 456-3400

Project Description

The Jefferson County Public Schools (JCPS) Adult Education staff will employ project managers and teachers to facilitate employment for homeless adults in Louisville shelters by providing three training components. These components are: 1) instruction in basic living skills so they can become more stable and productive human beings and future employees, 2) academic upgrade instruction necessary to initially obtain employment, and 3) vocational skill training necessary to retain employment in the local job market. A case management approach will be used to follow a client through all project services. The project will provide an educational assessment to determine the academic/educational levels of the applicants. Individuals lacking literacy skills will receive more extensive instruction before participating in vocational skills training classes and job placement. Individuals testing at or above the 8.5 grade level will be eligible for the full array of services the project offers. Project services include: adult basic education, GED preparation, basic living skills, vocational skill training, job placement, and comprehensive vocational assessments. Project participants can choose to take part in one of four vocational skills training classes: the clerical cluster, small engine mechanics, construction technology, or commercial sewing and reupholstery.

Population Served and Expected Outcomes

About 150 homeless people will be referred for project services, with 75 participants receiving basic living skills training, 75 receiving adult basic education instruction, 35 enrolled in GED preparation, and 75 receiving vocational training. Expected outcomes include 20 receiving their GED, 35 gaining at least two grade equivalency levels on the Test of Adult Basic Education, 23 placed in jobs, and 13 of these retaining jobs for 13 weeks.

Evaluation Design

Evaluation activities designed specifically for the project include both formative and summative components. The formative component includes all of the data/reports collected during the year as project activities unfold. The summative component includes the preliminary and final outcomes, including quantifiable data pertaining to expected outcomes. The Project Director will be responsible for the preliminary and final evaluation reports. The project staff will also cooperate in the national evaluation.

TRIBAL GOVERNORS

Job Training for Homeless/Jobless Native Americans

Denise M. Mitchell, Executive Director
Tribal Governors, Inc.
93 Main Street
Orono, ME 04473
(207) 866-5526

Project Description

Tribal Governors, Inc. (TGI) will seek to make homeless Native Americans in Maine self-supporting. Each Tribe will maintain a census from which TGI will identify the homeless. Using a case management approach, on-site case workers will visit and recruit prospective homeless participants. Intake interviews will determine the characteristics and service needs of each program entrant. Job training facilities will be provided by the Tribes economic development programs for on-the-job training. In addition, outside firms which have participated in previous training programs will be contacted for available job training positions. Upon signing a statement that the positions offered will result in permanent employment, TGI will develop a computerized inventory of job training options and schedules which can be matched with skill profiles of program participants. Tribal social service offices will provide social support, including detoxification and literacy training.

Population Served and Expected Outcomes

The total number of Tribal homeless within Maine is estimated at 365. The participation target is 75% of this population. TGI does not forecast specific achievement standards for this project, but does display its program year 1986 JTPA results of a 65% entered employment rate, 86% positive termination rate, and an average cost per positive termination of \$2,633. TGI will take its current accomplishments as its most optimistic goal as the homeless population to be targeted has layers of additional problems.

Evaluation Design

Participants will meet weekly with case workers who will gather information on their responses to job training, counseling and other social service delivery components. This information will be quantified, and along with demographic data, education/training and performance indices, will make up the project data base. The University of Southern Maine will assist in data analysis. Copies of all case notes will be sent weekly to the program sociologist, who will provide feedback on the development of participants to TGI case workers and management to help service delivery become self correcting. TGI will submit an evaluation report by 7/1/89, and a final report will be delivered by the project expiration date.

MASSACHUSETTS CAREER DEVELOPMENT INSTITUTE

Job Training for the Homeless

Anthony M. Mole, Administrator
Massachusetts Career Development Institute
140 Wilbraham Avenue
Springfield, MA 01109
(413) 781-5640

Project Description

The Massachusetts Career Development Institute (MCDI) Job Training for the Homeless project will provide on-site outreach, assessment, personal and career counseling, motivational workshops and initial pre-vocational services. These services, coupled with strong support services, will expand current pre-vocational and occupational training programs for homeless men and women in Springfield. This program will be coordinated through the Unified Shelter program operated by the Friends of the Homeless. Intake, information and data collection, social service coordination, referral, assessment, counseling, educational/literacy services, transportation, and motivational components will be provided by the Unified Shelter program. Job-ready homeless participants will be served by the DES Placement Unit, co-located at MCDI in Springfield. MCDI will provide pre-vocational, literacy, counseling, and motivational services while aiding the participant with occupational skills training, job development, job placement and follow-up. MCDI, through its various Private Sector Advisory Boards, has developed linkages throughout the private and public sectors in Hampden County. These established linkages will provide a unique and responsive service delivery system to project participants.

Population Served and Expected Outcomes

The MCDI project will serve homeless men and women from the city of Springfield. Fifty participants will be served through unsubsidized employment, and another 60% will be placed in employment with wage rates sufficient to ensure separation from subsidy and homelessness. Additional goals are to demonstrate a coordinated and effective method of providing literacy, basic education and skills training; and to develop new linkages within the social service delivery system.

Evaluation Design

The project will be monitored and evaluated as required. Reports will cover overall project strengths and weaknesses and provide on going recommendations for modification. All instructional, counseling and support staff will maintain accurate records of each participant's progress on a weekly basis and will submit and discuss these reports with the Program Coordinator bi-weekly. The final evaluation report will incorporate all data and information in order to demonstrate successful job training models for possible replication.

BOSTON INDIAN COUNCIL

Job Training for the Homeless

Jim L. Sam
Executive Director
Boston Indian Council, Inc.
105 South Huntington Avenue
Jamaica Plain, MA 02130
(617) 232-0343

Project Description

The Boston Indian Council will provide a program model which will encourage stability and personal skill development and confront the particular cultural, cognitive, and linguistic needs of homeless American Indians in Boston. The program will focus on these sets of activities: 1) capacity building with existing staff through extensive training and cross training; 2) creation of model units of instruction for teaching critical thinking, decision making and urban survival skills; and 3) creation of a strong assessment component. Participants will receive preliminary assessment and emergency services before entering the job training and placement phase. The comprehensive service delivery system will address health, social service, education, employment and training issues.

Population Served and Expected Outcomes

The Boston Indian Council will serve American Indian men, women and youth in the Boston area. The project will result in an increased capacity of the organization to serve homeless individuals as well as early intervention to prevent periods of homelessness in the American Indian population. Further, there will be a decrease of homelessness in the target population relative to the increase of decrease in total numbers of Indians arriving in the city. Interim measures of project success will include: skills gained in literacy; skills gained in specially devised critical thinking and urban survival training; numbers of completions of instructional and training programs; units of outreach service provided; units of emergency food, shelter and counseling provided; and numbers of referrals and placements.

Evaluation Design

Project evaluation will be conducted both internally and externally by an independent evaluator. Unique evaluation activities will include a critical review of manuals and materials produced for: cultural accountability, responsiveness to identified needs of the target client group, and methodology consistent with identified cognitive processing patterns of Indian learners. Project data will be analyzed and used after the end of the project for training new staff and/or providing services.

CITY OF SAINT PAUL

Project "Self-Sufficiency"

Jacqui L. Shoholm, Program Manager
City of Saint Paul
Job Creation and Training Section
Community Development Division
Department of Planning and Economic Development
25 West 4th Street
Saint Paul, MN 55102
(612) 228-3256

Project Description

Project "Self-Sufficiency" was developed through the collaboration of the St. Paul JTPA program, the Self-Potential Resource Center, and two homeless shelters in the city -- the Dorothy Day Center of Catholic Charities and the St. Paul YWCA. The intent of this project is to enable homeless persons to become self-sufficient through stable employment and stable housing. The project will combine and enhance many available employment and training and support resources for the homeless in the City. Project services will include; assessment, housing stabilization, youth employment enhancement, basic education skills, transitional employment, vocational training, job development, post placement follow-up, and a mentor program. Major goals of the project are to break through participant isolation, foster support systems, and enable participants to function in an increasingly confident fashion.

Population Served and Expected Outcomes

"Self-Sufficiency" will serve homeless men, women and youth in the City of Saint Paul. The project will enroll 250 homeless persons in project activities, initiate the development of a self-sufficiency contract, and assist participants in acquiring or maintaining a stabilized housing situation while receiving project services. At least 62% of the participants will significantly improve their earning power either through job placement (125 persons), youth competency (22 persons), or other positive termination (8 persons). Further outcomes will include a solid linkage with service providers to establish a system of services and linkages with economic development to intervene in the crisis of lost housing units.

Evaluation Design

The Job Creation and Training Office and subcontracting agencies will provide evaluative project information, coordinated at the local and national levels. Activity and follow-up reports will specify client characteristics and the length and costs of service. Other measures will include: successful services, service gaps to be filled, and factors leading to successful independent living.

INDEPENDENCE CENTER

Job Training for the Homeless

Robert B. Harvey, Executive Director
Independence Center
4830 West Pine Blvd.
St. Louis, MO 63108
(314) 533-6511

Project Description

Independence Center, a psychiatric rehabilitation facility, has an established employment services system. This project will add an outreach and housing coordinator and educational specialist to the existing staff so participants will have better access to more supports for job placement and job development services. The U.S. Department of Labor (DOL) will help sponsor outreach and education efforts. A contributing agency's mobile outreach team, along with client referrals and visits to homeless shelters will advise potential clients of the project. Intensive case management services will be provided by contributing agency. Through coordination with other homeless agencies, members will have access to all of the Independence Center's employment services. Critical services which are stressed during the pre-placement phase of this project include: activities of daily living, medication supervision, assistance in budgeting, case management, psychiatric liaison, interpersonal skill building, coping techniques and social support. An employment office with an Employment Specialist is also available for job search, resume preparation, and acquiring interview skills. After an evaluation period, permanent housing is made available to qualified participants. Job placements are made in regular places of business with on-the-job training at competitive wages and include continuing close contact with the clients and employers.

Population Served and Expected Outcomes

The Independence Center will provide a minimum of 260 hours of specialized outreach to shelters, hospitals, and other gate-keeping locations where potential clients might be found. A minimum of 100 homeless mentally ill clients will receive project services. Seventy of these clients will be enrolled in pre-vocational day programs. A minimum of 26 clients will be placed in employment, and 19 will receive housing outside of the shelters.

Evaluation Design

The Independence Center will document individual outcomes and provide a preliminary evaluation of the results before the end of the first calendar year of project assistance. In addition, a narrative summary of project accomplishments will be submitted. The evaluation reports will be prepared in a style and content consistent with the national evaluation protocol.

THE CORPORATION FOR EMPLOYMENT & TRAINING

Holistic Homeless Assistance Demonstration Project

Judith A. Martin, Assoc. Vice-Pres.
The Corporation for Employment & Training, Inc.
325 Palisade Avenue
Jersey City, NJ 07307
(201) 795-4545

Project Description

This project is a coordinated planning effort by the Jersey City SDA in cooperation with a number of local public assistance agencies and the Jersey City/Hudson County PIC to link local resources into a comprehensive service system for the unemployed homeless. The project will run two treatment tracks, though services can be concurrent to both groups. The "deinstitutionalized" group will have on-going psychiatric counseling and a more closely supervised and structured assistance environment than the "single adult" group. Outreach will include a computerized system on-line with the major soup kitchens and emergency shelters. Potential participants will also be recruited via community referrals. Project intake and initial assessment activities will be overseen by a Homeless Case Manager. Accepted applicants will be placed on the appropriate treatment track. Upon successful completion of a six week probationary period, each deinstitutionalized participant will enter a supervised work experience activity. Those participants demonstrating a need for educational training will be referred to a subcontracted literacy training program, prior to or in conjunction with on-the-job training. A job coach will be available for each project participant at the job site. For single adult participants, two job developers will assist project staff in providing employment references and on-site support for the on-the-job experience. Successful completion of all training will allow clients up to three attempts at retention in unsubsidized employment.

Population Served and Expected Outcomes

Ten clients will participate in the deinstitutionalized treatment group, with 7 clients retaining work experience for 13 weeks, at least 3 clients attaining job placement, and at least 2 of these retaining employment for 13 weeks. The "single adult" treatment group will have 75% of the original 20 clients placed after on-the-job-training and at least 60% of these will retain employment for 13 weeks. Twenty-five percent of the "single adult" group will be placed in unsubsidized employment with 60% retaining jobs for 13 weeks.

Evaluation Design

As part of the national evaluation, the comprehensive data effort will include all performance outcome information, other service treatments, individuals placed in transitional or permanent housing, those removed from general assistance, and follow-up on program dropouts. A detailed project outline, preliminary Evaluation Report and Final Evaluation Report will be submitted.

ST. MARTIN'S HOSPITALITY CENTER

Job Training Project

Gail Andrews, Administrator
St. Martin's Hospitality Center
P.O. Box 27258
Albuquerque, NM 87125
(505) 843-9406

Project Description

St. Martin's is Albuquerque's only multi-service day shelter for homeless people and provides the essential support services not available elsewhere for people seeking employment. The Job Training project will provide job education, training and counseling for unemployed homeless people, including those who are mentally ill and/or who have histories of substance abuse. There will be four major areas of activity facilitated through case management: 1) pre-employment training for the chronically mentally ill, substance abusers and others, coordinated by the Storehouse Job Readiness Program and a substance abuse/mental health case manager; 2) on-the-job training with placements handled by Alliance Job Services at St. Martin's Center; 3) classroom training or vocational training through Work Unlimited (local JTPA), or Technical Vocational Institute (TVI); and 4) direct placement for individuals ready for immediate entry into employment. The synergy created by combining these activities in a planned, concentrated manner will mean that more homeless people will be able to participate.

Population Served and Expected Outcomes

The objectives of the Job Training Project are to provide: assessment of an unemployed homeless person's job potential, pre-employment training and support, job training through on-the-job or classroom training, direct placement into a job, and follow-up support during the entire process as well as after employment. Sixty homeless individuals will participate in pre-employment training, 25 in on-the-job training, and 30 in other vocational training. Fifty individuals will be directly placed into employment. Of the 165 people who enter the program at some point, 100 (61%) will complete to employment. The retention rates are expected to be 65% for 30 days, 45% for 60 days, and 45% for 90 days.

Evaluation Design

An independent evaluator with experience in establishing a data gathering plan, performance standards, and pre- and post activity evaluation will be responsible for overall project evaluation. The goal of the evaluation will be to identify factors and variables which indicate close correlation with successful placement and retention. Standard statistical and analytical techniques will be used to ensure reliability of data.

CHILDREN'S HOUSE

Career Coordinator Project

Richard P. Dina, Executive Director
Children's House
100 East Old Country Road
Box 510
Mineola, NY 11501
(516) 746-0350

Project Description

Children's House, Inc. provides two temporary housing services called "Walkabout" for runaway and homeless youth. Located in Bethpage and Freeport, New York, this project will expand current services to emphasize vocational and educational areas thus enabling the youth to support themselves in independent living. Career Coordinators will meet with youth upon their entrance into Walkabout to begin an assessment of their educational and vocational abilities. The development of linkages with JTPA funded programs and other remedial and training programs in the community will serve as the basis for comprehensive services. Bi-weekly workshops will be conducted in each residence by the Career Coordinator on a wide variety of job topics. Placements will be developed through the Career Coordinator in conjunction with various businesses in the Long Island community, as well as placement services within other vocational training programs. The goal of the project will be to ensure that whatever support services are required by the youth to maintain his/her job will be provided. These services will be provided while the youth is in the residential program as well as for the first six months following their discharge to the community.

Population Served and Expected Outcomes

The target population of the Career Coordinator Project is homeless youth, male and female, ages 17-20. Ten youth will enroll in G.E.D. classes and 7 will secure their high school diploma. Ten youth will enroll in vocational training programs or on-the-job training positions. Four youth will attend college on a full or part-time basis. Seventy percent of all youth assisted by the Career Coordinator to complete their education or to secure training will remain in these positions for at least the first 16 weeks following discharge to the community.

Evaluation Design

Base line statistics will be secured to assess the success of the project. The Career Coordinator will work full-time to test project effectiveness.

COUNTY OF SUFFOLK

Suffolk County Job Training Program for the Homeless

Joseph E. Cavanagh, Commissioner
Suffolk County Department of Labor
455 Wheeler Road (Route 111)
Hauppauge, NY 11788
(516) 348-2000

Project Description

The Suffolk County Department of Labor (SCDOL) program will be replicable in any jurisdiction or area served by the JTPA system. A holistic, case management approach will be utilized. The SCDOL will provide case managers coordinating all necessary services, using a wide array of local organizations to assist applicants with their shelter and service needs. The "whole person" concept of service delivery will be employed by contributing agencies, providing assistance within their purview and eliminating duplication. All applicants will be processed through the Intake and Assessment Units at SCDOL offices or during outreach at various local agencies or shelters. Once eligibility has been determined, the homeless client will be provided with an assessment of current and potential skills and an overview of the local job market. An individual career plan will be developed, with applicants placed in as many training components as needed to increase their employability, including orientation towards high demand occupations and non-traditional employment for female applicants. The career plan will include time-frames for each assignment phase. Those applicants who do not need additional training or services will be referred directly to employers for unsubsidized employment. An employability workshop, ranging from one day to one week, will teach job search and interviewing skills. Vocational training will be provided through contracts with local educational institutions. On-the-job training will be provided by employers who will be reimbursed for 50% of wages. Work experience, supportive service payments, and basic education will be provided as necessary.

Population Served and Expected Outcomes

Of the 130 individuals who will be served, 114 will eventually enter a job search mode and 70% of these individuals will be placed in unsubsidized employment. The remaining 16 individuals may need extensive remedial services and will be transferred to a JTPA Basic Skills Program for subsequent courses with 50% of participants completing remedial training. The planned retention rate for those in jobs after 13 weeks will be 65% for those on public assistance and 78% for non-welfare individuals.

Evaluation Design

All activities and outcomes will be recorded in a computerized management information system. Case managers will also keep information so a complete qualitative, as well as quantitative, evaluation can be conducted. All required evaluation reports will be delivered on a timely basis.

CITY OF SYRACUSE, OFFICE OF DEVELOPMENT

Homeless Assistance Act Demonstration Program

Terence J. Dolan, Director of Grants Management
Syracuse Job Training Partnership Agency
217 Montgomery St.
Syracuse, NY 13202
(315) 473-2773

Project Description

The major goal of this project is to assist the homeless population in the City of Syracuse to develop employment skills which will enable them to find permanent jobs in growth industries. The program will operate with two linked components. One will emphasize the delivery of pre-employment and basic skills and GED preparation to youth. The other component will emphasize the delivery of many of the same services to adults over 21. Both components will provide classroom training, on-the-job training, and support services to eligible homeless people. Assistance in recruitment and support will include many other area agencies and shelters. The first two months of the project will be utilized primarily for outreach, recruitment, and assessment of the homeless population. Following intake, each homeless person will be assigned to a counselor or case manager. Orientation will provide the homeless youth and adults with specific employment and training programs. Pre-employment will improve a client's employability skills and prepare them for classroom training, on-the-job training (OJT), or direct placement into unsubsidized employment.

Population Served and Expected Outcomes

Aproximately 50 homeless youths and adults will be served by the project. At least 75% of those enrolled in OJT or classroom training are expected to be placed in permanent jobs. An overall positive termination rate of 75% is projected. A 60% retention rate after 13 weeks is expected. The cost per placement for project participants is estimated at \$3,913. The average length of training will fall between 18 and 26 weeks.

Evaluation Design

Significant resources will be devoted to an evaluation of this project. The detailed content outline of the evaluation report and the preliminary evaluation report will be submitted by the end of the first year of the project and will include data on the aforementioned outcomes. As part of established procedures, all of these data are currently and regularly compiled by SJTPA staff for all employment and training programs operated in Syracuse. If available, data on the number of homeless attaining transitional or permanent housing following job placement will be added to the evaluation. A final evaluation report, encompassing all of the above data, and in cooperation with the National Evaluation of Demonstration Programs' Effectiveness, will be submitted by the project's expiration date.

CAPITAL AREA PRIVATE INDUSTRY COUNCIL

Job Training for the Homeless

Charles T. Trent, Director
Wake County Job Training Office
P.O. Box 550
Raleigh, NC 27602
(919) 755-6160

Project Description

The primary goal of the Capital Area PIC in general, and for homeless persons in particular, is to establish programs to prepare persons to obtain and retain permanent, unsubsidized employment. This project will be striving for an employment-oriented outcome, recognizing many interim steps may be needed along the way so that some of the homeless of Wake County will obtain and retain employment. This will be accomplished through a comprehensive approach under the auspices of the Capital Area PIC. The Job Training Specialists (counselors) are the key providers within the program's case management methodology. Emphasis will be placed on structuring counselors' work hours in a non-traditional manner to ensure contact with the homeless in the evening hours. Counselors will work with their clients not only to make job referrals and job placements but to transport the clients to appropriate agencies in order to assure that their individual problems are addressed. These advocates will follow the client from intake through at least thirteen weeks of job retention.

Population Served and Expected Outcomes

The primary target of this project will be homeless persons, twenty-one and over, in the Wake County area. The Job Training for the Homeless project has four major goals: 1) incorporation of the Wake County Job Training office into the existing network of services for the homeless; 2) coordination and cooperation of activities among social service agencies, community organizations, and the private sector; 3) attainment of specific placement of participants into employment; and 4) collection and evaluation of data to be used in development of the national policy on job training for the homeless. Placement objectives include: direct, documented case management of 35 homeless clients resulting in job placement for at least 28; job retention for 13 weeks by at least 20 persons; and documented contact and appropriate referral services to an additional 50 homeless persons.

Evaluation Design

In addition to direct client service, the project will provide a laboratory for learning about job training for the homeless. This element will focus on research, data collection, information sharing and publication of a final report. Project strengths and weaknesses will be ascertained and shared in determining successful models for job training for the homeless.

COMMUNITY ACTION COMMISSION OF FAYETTE COUNTY

Family Development Program for the Homeless

Jack M. Hagerty, Executive Director
Community Action Commission of Fayette County, Inc.
324 East Court Street
Washington Court House, OH 43160
(614) 335-7282

Project Description

The Community Action's shelter case worker will use a family development model to help homeless residents of Fayette County move out of poverty. This approach involves helping the family make plans to meet both immediate needs and find long-term solutions to the problems that caused them to become homeless. The shelter program will coordinate with other social service and job training programs. Clients will be enrolled in JTPA and entered into the automated client tracking system. Part of the program will consist of the development of a transitional housing component for homeless people who are involved in job training, who are job seeking, or who have just started a new job. Other services include the development of individual employability development plans, academic assessments, remedial education and support services such as child care and transportation. All clients will be required to register with the local Job Services office. All the services described will be provided in-shelter. Clients can remain in the shelter for up to a year.

Population Served and Expected Outcomes

This project will serve homeless residents of Fayette County. The project will serve 50 family units over a one year period. Seventy percent of the total families served will participate in the employment and training component of the program. Sixty-six percent of the clients in the shelter program will obtain employment within 12 months, and 99% of those clients placed in employment will retain that employment for at least 13 weeks. The average wage for employed participants will be \$4.50 per hour. The average cost of entered employment will be \$2,175.

Evaluation design

The Ohio Department of Health will evaluate the shelter program on its daily operations and movement of clients into permanent housing. The local Private Industry Council will serve as the project's evaluating agency. The case worker will document all client activities in the program. The computerized tracking program will track the length of time the clients were in training, the cost of the training, the placement rates and average starting wage. Evaluation reports will include the number of those placed in jobs, the average training time and training cost, and the number of clients who retained employment for 13 weeks.

TOLEDO AREA PRIVATE INDUSTRY COUNCIL

Job Training for the Homeless

**James Beshalske, President
Toledo Area Private Industry Council
One Government Center, Suite 1900
Toledo, OH 43604-1530
(419) 245-1530**

Project Description

The Toledo Area Private Industry Council (PIC) project will provide comprehensive employment and training services to residents of the eight emergency and transitional shelters in the Toledo area. Employment specialists, located in the shelters, will provide the following comprehensive services to meet the needs of the area's homeless: 1) shelter staff in-service training, a workshop to educate shelter directors on employment and training; 2) in-shelter outreach to recruit and screen homeless persons; 3) pre-employment counseling to help participants gain an understanding of job readiness and determine desirable employment assistance; and 4) in-shelter pre-employment training or referral to employment and training services through a variety of local programs and PIC options. Specific services will be identified upon the development of an Individual Employment Plan. Transportation, clothing and child care assistance are available to program participants until they are able to meet these expenses personally.

Population Served and Expected Outcomes

The reduction of unemployment among homeless persons in the Toledo area will be accomplished through the delivery of high quality comprehensive employment and training services to 125 homeless persons. Seventy-five percent of program participants will enroll in pre-employment training, and 60% of these persons will complete training and be placed into employment. Sixty percent of program participants will demonstrate job retention for at least a 13 week period. A local data base will be created on employment and training services to homeless persons and a demonstrated community partnership to serve homeless persons will be established.

Evaluation Design

Evaluation will be on-going throughout the various levels of service so that alterations can be made to improve program performance where necessary. Pre- and post measurements of client progress, as well as overall project outcomes will be conducted. The Toledo PIC, utilizing its computerized management information system (MIS) will enter data elements on this system and provide ready access to individual and summary data. The PIC conducts annual client follow-up studies on all its placements, so the homeless clients participating in the program who are placed into employment will be included in this sample.

CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT

**Employment and Job Training for Recovering Substance Abusing
Homeless Persons**

Nancy C. Cronin, Director
Cuyahoga County Department of Development
112 Hamilton Ave., Room 312
Cleveland, OH 44114
(216) 443-7280

Project Description

The project participants will be identified by substance abuse counselors upon agreement of the individuals to receive project services. After detoxification, the clients will be admitted to a halfway house where they will be assigned to a case manager. The clients will receive two weeks of pre-employment training. If they are job ready, they will enter classroom training for 12 to 26 weeks; if they are not job ready, they will receive remediation and training. Training options include classroom training or on-the-job training. In some cases direct placement in employment may be possible. It will be the Job Coordinator's responsibility to locate placements, using employers already working within the JTPA program. The employer will also receive training from counselors on understanding and aiding the recovering substance abuser. The case manager will continue to follow the client through assessment, training and placement, and aid the client in locating affordable housing.

Population Served and Expected Outcomes

This project will achieve improved access to job training and pre-employment services, and enhance the economic status and quality of life of the participant. Twenty recovering substance abusing homeless persons, over age 21, will be placed in pre-employment services, remediation and training. At least 15 of these individuals will be placed into full-time employment by the end of 12 months.

Evaluation Design

Initial screening data will be collected by trained staff, and trained interviewers will interview participants on an ongoing basis. The Department will participate in the national outcome evaluation of these demonstration projects and will conduct a local process evaluation of the project. This will include documentation of the implementation process, including barriers and enhancements to project implementation and unanticipated service delivery factors learned. The data will be analyzed, with the social demographic characteristics and service utilization patterns of project participants being determined. An interim report and a final report will be written by the end of the 12 month period.

CHARLESTON COUNTY EMPLOYMENT TRAINING ADMINISTRATION

Job Training for the Homeless

John P. O'Keefe, Executive Director
Charleston County Employment Training Administration
P.O. Box 91
Charleston, S.C. 29402
(803) 724-6730

Project Description

The Charleston County Employment Training Administration (CCETA) and the Charleston Interfaith Crisis Ministry (CICM) will act as co-sponsors for this project in coordination with appropriate social service agencies. The project design will be a case management approach in which the participant is guided through all phases of the program. Recruitment and referral will include contact with all shelters, soup kitchens and churches in the area. Once referred, the client will receive orientation regarding benefits and expectations of the program. Assessment will be provided by the existing JTPA employability assessment contractor. For persons not suitable for the program, referrals to other agencies will be made. A team of professionals, including the client's caseworker, will determine the appropriate training activity for each participant. Training will be provided in a facility that is easily accessible from the shelters. Training will last from 18 to 26 weeks in specific high demand occupational areas. If needed, remedial educational training will be available. Extensive support services will also be provided. The entire training component will be provided at no cost to the project. On-site customized training will be provided by employers that agree to hire the successful candidate at the end of training (8-12 weeks). For clients in need of immediate employment, private sector employers will receive reimbursement for wages paid while the client is in training. Caseworkers will be responsible for assisting and acting as advocate for the client in obtaining permanent, unsubsidized employment. These clients will receive referrals to obtain transitional and public housing.

Population Served and Expected Outcomes

Because of the interagency involvement and the case management approach, it is anticipated that the outcomes will be higher than a program of another design. Project goals include 100 clients to be served, with 75 to complete training and 65 of these placed in employment. Forty-eight individuals will be retained in employment for 13 weeks with 30 individuals moving out of shelters.

Evaluation Design

Program evaluation will be provided by the CCETA. A Steering Committee will meet monthly to evaluate the success of the project, supply public relations, and provide solutions to problems that arise. The project will allow the administrative entity to examine the best way to incorporate a homeless project into the existing JTPA delivery system.

AUSTIN/TRAVIS COUNTY PRIVATE INDUSTRY COUNCIL

Demonstration of Team Case Management

**Bill Demestihis, Executive Director
Private Industry Council, Inc.
Austin/Travis County, Texas
4315 Guadalupe, Suite 303
Austin, TX 78751
(512) 458-3313**

Project Description

The Austin/Travis County Private Industry Council's (PIC) project will demonstrate the team case management approach in serving the unemployed homeless. The project will enhance three components of current Job Training Partnership Act (JTPA) programs for economically disadvantaged individuals by: 1) intensifying outreach, 2) providing funds for housing and mental health interventions to match special needs of homeless individuals, and 3) developing a team case management system. Case managers will be added to the staff of three of the PIC's subcontractors: The Austin Women's Center, serving homeless women; Middle Earth Unlimited, serving runaway and homeless youth; and the Texas Employment Commission, whose job counselor at the Salvation Army shelter serves primarily homeless men. A case management team coordinator at the PIC central office will act as liaison and team builder. These enhancements will enable the PIC to reach and provide the services needed to help homeless individuals to participate successfully in job training and employment.

Population Served and Expected Outcomes

At least 60 homeless men, women and youth will be enrolled in JTPA programs, a greater number than prior to the project. Likewise, at least 60 homeless individuals will complete JTPA training activities. It is expected that the number of homeless adults placed and retained in jobs will increase, as will the number of positive employment-related outcomes for youth (e.g., GED completion). The project also expects to expand the inventory of assessment tools available to JTPA programs.

Evaluation Design

An independent external evaluation team will evaluate the effectiveness of the JTPA program enhancements aforementioned. The evaluation will compare the number of homeless individuals taken into the programs, completing job training and pre-employment service programs, placed in jobs, and retained in stable jobs -- before and after implementation of the project. Special emphasis will be placed on measuring and tracing the influence of mental health and social support interventions provided to encourage success in job training and employment. Finally, the evaluation team will participate with the project staff in identifying areas where local programs can be improved.

FAIRFAX COUNTY DEPARTMENT OF SOCIAL SERVICES

Fairfax County Homeless Demonstration Project

**Suzanne C. Manzo, Director
Department of Social Services
10301 Democracy Lane
Fairfax, VA 22030
(703) 246-7732**

Project Description

This project will build upon the currently existing team approach to service delivery for the homeless by more completely incorporating an employment component. The project will utilize a case management approach coupled with the coordination of service delivery among local agencies to ensure comprehensive service for the homeless. The Department of Manpower Services (DMS) will be the principal provider of employment and training services. The program's Manpower Case Manager will work with each client for the duration of their enrollment in the project, and will share client service responsibility with the staff of the Transitional Housing Program and the Emergency Shelters. While assisting the client in obtaining employment and housing, the project will provide training programs and employment services, career counseling and personal development training, basic education and literacy training, health care, transportation, community resource education, and child care.

Population Served and Expected Outcomes

Homeless individuals currently sheltered in the county's three homeless shelters, as well as homeless adults participating in the Transitional Housing program are eligible for services through this project. Screening criteria will emphasize the potential participants' likelihood of successful employment. Forty homeless individuals will be served by this project and 32 will enter employment. Participants will be placed into non-seasonal and non-temporary jobs. Occupational areas offering career growth and job security will be targeted. The project benefits will include identification of potentially self-sufficient homeless persons, development of client assessment tools and methodologies, and identification of new resources to be developed which will contribute to client self-sufficiency.

Evaluation Design

Participant progress in the program will be evaluated on a regular basis by the multi-discipline team in order to ensure continued positive program participation. If it is found that clients are not completing steps necessary for obtaining basic services required in the project, they may be terminated. The operation and impact of the program will be evaluated on an ongoing basis through feedback from staff and analysis of quarterly progress and statistical reports. Aggregate data concerning both participation in the project as well as client characteristic data will be generated for evaluation.

SEATTLE-KING COUNTY PRIVATE INDUSTRY COUNCIL

Homeless Initiatives Pilot Project

Alfred L. Starr, Executive Director
Seattle-King County Private Industry Council
Market Place One, Suite 250
2001 Western Avenue
Seattle, WA 98121
(206) 684-7390

Project Description

The principal strategy of this project will be the development and use of a service management team, under the supervision of the YWCA of Seattle-King County, to augment current PIC employment and training services. Case managers will be responsible for offering employment related services to the entire population of their assigned shelters. This will include the establishment of job boards and twice-monthly pre-employment workshops. Workshops will address motivation and self-esteem development, job search techniques, employer expectations, appropriate work habits, resume development, applications, and work related interpersonal relationships. An Employability Development Plan (EDP) will be used to document the participant's training and employment plan. Through sub-contracts with community service agencies and access to current JTPA services, the whole continuum of training options will be open so the most appropriate training for each individual can be provided. The program will assist participants to obtain and retain employment.

Population Served and Expected Outcomes

The project will target homeless minorities and families; however, all homeless individuals may access the system. The Seattle-King County PIC will provide a minimum of 450 homeless individuals with a structured system of pre-employment and support services. Of these, 225 individuals will be enrolled in employment and training programs as follows; on-the-job training (70), job search training (85), short-term occupational skills training (55), English-as-a-second language (5), Youth Comprehensive (10), and basic education in conjunction with other training activities (50). Seventy percent of participants will complete training and 147 will be placed in jobs with an average wage of \$5.50 per hour. An additional goal of this demonstration is to integrate employment and training targeted for the homeless into the regular JTPA system.

Evaluation Design

A Steering Committee staffed by the Project Coordinator will oversee program evaluation, coordination, fund development and program advocacy. The collaboration among community organizations, the private sector and government agencies will demonstrate a cost-efficient and comprehensive long-term strategy in coordinating services aimed at reducing the number of individuals affected by homelessness.