

Restructure of Adult Employment Services

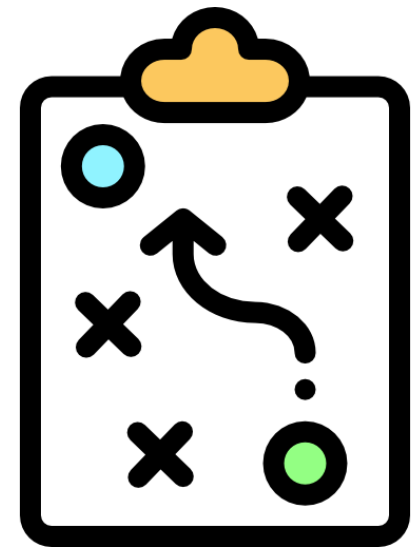
Lesson Learned / MTW Conference / April 24, 2019



SHA Launches Major Change to Adult Employment Services

New Direction

- Serve more residents
- Serve residents along a continuum
- Build strategic partnerships



2018 Results

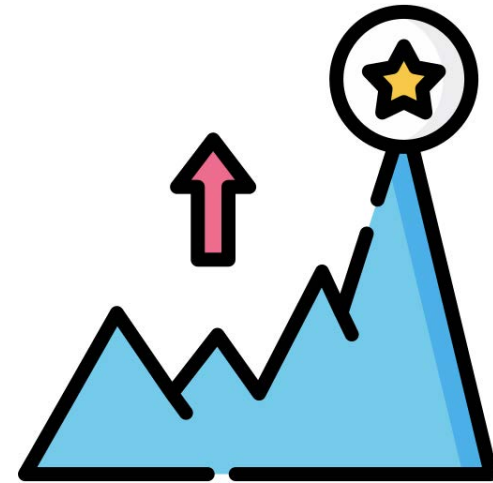
HEADLINES:

- *JobLink delivered an **80% increase in enrollments** and an **89% increase in job placements**.*
- *We served a **diversity of residents** with varying needs; services along a continuum.*
- *JobLink offered a **new education option** and **industry sector focus**.*



How We Did It

- Clear Vision
- North Star
- Simplified the Program
- Refined Service Model



Key: Outreach to Residents and Staff

- Weekly Orientations (200+)
- Weekly Letters (500 per month)
- Knock on doors (Garden Communities)
- Engage with every SHA work team/division
- SHA colleagues help get the word out (IPS)



New Feature: Financial Supports



Full Time
Education
\$300 per quarter
Total: \$2,400



Full Time
Employment
\$300 at 1 & 4
month retention
Total: \$600



Savings Account
\$200 Credit
each month of FT
Employment
Total: \$5,000



New Feature: Education Support

College Navigation:



- Find a program
- Find classes
- Find funding

& support persistence to completion



JobLink
employment + education + resources

New Feature: Employer Broker

- Industry sector focus
- Deeper employer connections
- Building professional networks



Health Care * Business Services/Administration

Manufacturing and Production * Transportation, Trade, & Logistics

Building Maintenance & Property Management * Information Technology

Retail, Hospitality, & Food Service * Construction Trades



JobLink
employment + education + resources



Key Learnings

- **Diversity** of client employment needs
- Balancing client high needs and high activity
- Unique focus on clients with the **most barriers**



2019 Focus

- Improve what we are doing
 - *Motivational Interviewing*
 - *Job Search and Placement*
- Add new elements
 - *Behavioral Health Support*
 - *Financial Management*
 - *New Section 3 Trainee Pathway at SHA*



Discussion



SECTION 3 RESIDENT ENGAGEMENT

Orlando Housing Authority
Mike Julian, Section 3 Coordinator

CONTRACTING STRATEGIES

Section 3 Clause

- Included in all procurement solicitations.
- Included in all contracts.

Section 3 Plan

- Sealed bid, RFQ, and RFP solicitations all require offeror to include a plan to:
 - Employ Section 3 eligible residents.
 - Subcontract with Section 3 businesses.

Section 3 Businesses

- Incentivize qualification as a Section 3 Business
 - Section 3 businesses prioritized in small purchase solicitations.
 - Section 3 bid preference.
 - Section 3 participation/plan as a weighted factor in qualification based selection.

CONTRACTING STRATEGIES

Business Database

- Section 3 businesses qualified by OHA.
- Section 3 businesses qualified by other agencies (City, County, State).
- HUD National Database.



RESIDENT PARTICIPATION

Resident/Participant Intake

- Economic Opportunity Outreach Assessment
 - All new residents and Section 8 Voucher recipients receive an Economic Opportunity Outreach Assessment.

Economic Opportunity Outreach Assessment

- Provides contact information for residents interested in employment or training.
- Provides information on current education and training.
 - Includes fields like Healthcare, Childcare, Clerical, and trades such as electrical, HVAC, janitorial, etc.
- Information kept in database, made available to contractors and vendors offering employment opportunities.

RESIDENT PARTICIPATION

Employability Education/Counseling

- MOU Jmark of Central Florida (Manpower)
 - Provide workforce readiness training (free)
 - Resume development
 - Interview skills
 - Work readiness mentoring/counseling

Employability Education/Counseling

- MOU Select Staffing
 - Provide workforce readiness training (free)
 - Resume development
 - Interview skills
 - Work readiness mentoring/counseling



RESIDENT PARTICIPATION

Employability Education/Counseling

- MOU Top Talent
 - Provide workforce readiness training (free)
 - Resume development
 - Interview skills
 - Work readiness mentoring/counseling

Employability Education/Counseling

- Goodwill
 - JobWorks 101
 - Resume & Cover Letter development
 - Networking
 - Interview skills
 - Professional Dress
 - Job search counseling/mentoring



RESIDENT PARTICIPATION

Goodwill (Cont'd)

- Computer skills training
 - Basic computers
 - MS Word, PowerPoint, Excel



RESIDENT PARTICIPATION

Supportive Services

- Employment assistance
 - Self-Sufficiency Coordinators actively pursue employment opportunities with residents/recipients.
 - Section 3 Coordinator and Self-Sufficiency Coordinators facilitate connection of eligible, qualified residents with contractor/vendor employment opportunities.
 - Residents can be provided bus-passes to address transportation problems.



Beyond the Norm: Re-Imagining Resident Engagement and Self-Sufficiency

2019 MTW Conference
Tuesday, April 23, 2019
Washington, DC

EMPOWERMENT THROUGH CHOICE & VOICE:
A NEW APPROACH TO FAMILY SELF-
SUFFICIENCY

Fairfax County Department of Housing and Community Development

SUMMARY OF MTW ACTIVITIES

		HCV	RAD	FSS
2014	Reduction in Frequency of Reexaminations	✓	✓	✓
	Eliminated Mandatory Earned Income Disregard Calculation	✓	✓	✓
	Streamlined Inspections	✓		✓
	Instituted a Minimum Rent	✓	✓	✓
	Designed and Initiated a Rent Control Study	✓	✓	✓
	Increased the Family Share of Rent from 30% to 35%	✓	✓	
2015	Eliminated Flat Rents		✓	✓

FSS RELATED MTW ACTIVITIES

		FSS
2017	Allowed Participants to Opt-Out of Escrow	✓
	Defined Employment Requirements (<i>Non-Elderly/Disabled Households only</i>)	✓
	Modified Escrow Structure	✓
	Excluded Income of Heads of Household Full-Time Enrolled in School/Training	✓

GOALS

- Reality Check: We are not the authority on what is best for a family.
 - Educate and empower families to make financial, educational and employment decisions that meet their unique needs
 - Reduce barriers and emphasize a commitment to education
 - Create equity in escrow earning potential.

STUDENT INCOME EXCLUSIONS

STANDARD POLICY

- Earned Income of adult, full-time students can be excluded from rent calculations
- Exclusion does not apply to Head or Spouse

FSS POLICY UNDER MTW

- Earned Income of all adult, full-time students can be excluded from rent calculations
- Applies to Head
 - Count \$480
 - Eligible during the first two years in FSS

Family Self-Sufficiency Program
FSS Escrow Account Credit Worksheet

U.S. Department of Housing
 Office of Public and Indian Housing

OMB Approval No. 2577-0178
 (exp.06/31/2020)

Escrow credit must be determined at each reexamination and interim determination occurring after the effective date of the FSS Contract of Participation while the family is participating in the FSS program.

Head of the FSS family	Date
1. Current Annual Income (Enter amount from line 7i of form HUD-50058.)	1.
2. Applicable Lower-Income Limit (Enter the current lower-income limit for the jurisdiction in which the FSS family is living.)	2.
3. Current Adjusted Income (Enter amount on line 8y of form HUD-50058.) If line 3 is greater than line 2, this family does not qualify for an FSS credit.	3.
4. Earned income included in line 1 (Add up the income items coded B, M, F, HA, and W in column 7f of form HUD-50058.)	4.
5. Earned income included in Annual Income on effective date of the FSS Contract of Participation. (Enter amount from contract of participation.)	5.
6. Increase in earned income since the effective date of the FSS Contract of Participation. (Subtract line 5 from line 4. If negative, enter 0.)	6.
7. Current Annual Income less increase in earned income since the effective date of the FSS Contract of Participation. (Subtract line 6 from line 1.)	7.
8. Thirty percent of current monthly Adjusted Income (Line 3 divided by 40. The calculated amount should equal the amount on line 9f of form HUD-50058.)	8.
9. Current Adjusted Income less increase in earned income since the effective date of the FSS Contract of Participation. (Subtract line 6 from line 3.)	9.
10. 30% of current monthly Adjusted Income less increase in earned income since the effective date of the FSS Contract of Participation. (Line 9 divided by 40)	10.
11. 10% of current monthly Annual Income less increase in earned income since the effective date of the FSS Contract of Participation. (Line 7 divided by 120)	11.
12. If applicable, welfare rent (enter amount on line 9g of form HUD-50058) or public housing ceiling rent (enter amount on line 10c of form HUD-50058)	12.
13. TTP based on current Annual Income less increase in earned income since effective date of the FSS Contract of Participation. (If housing choice vouchers, enter the amount on line 10, otherwise, enter the greater of line 10, 11, or 12.)	13.
14. Difference between 30% of current monthly Adjusted Income and TTP adjusted for increases in earned income. (Subtract line 13 from line 8. Enter 0 if negative.)	14.
15. Current TTP (Enter the amount on line 9j of form HUD-50058 or, in the case of housing choice vouchers, enter the amount on line 8 of this form.)	15.
16. TTP on effective date of the FSS Contract of Participation or, in the case of housing choice vouchers, 30% of monthly Adjusted Income on effective date of the FSS Contract of Participation. (Enter amount from contract of participation.)	16.
17. Difference between current TTP and TTP on effective date of the FSS Contract of Participation. (Subtract line 16 from line 15. Enter 0 if negative.)	17.
18. Enter the lesser of line 14 or line 17.	18.
19. Applicable Very Low-Income Limit (Enter the current very low-income limit for the jurisdiction in which the FSS family is living.)	19.
20. Amount by which Adjusted Income exceeds the Very Low-Income Limit (Subtract line 19 from line 3.)	20.
21. 30% of the amount by which Adjusted Income exceeds the Very Low-Income Limit (Line 20 divided by 40)	21.
22. Escrow credit (Subtract line 21 from line 18.)	22.

This HUD form is optional and is used here to illustrate the process. PHAs may develop their own FSS Worksheet.

Previous Editions are Obsolete

Form HUD-5002 (06/17)
 ref. Handbook 7420.9

ANNUAL EARNED INCOME	MONTHLY ESCROW CREDIT
\$10,000 - \$14,999	\$50
\$15,000 - \$19,999	\$100
\$20,000 - \$24,999	\$125
\$25,000 - \$29,999	\$150
\$30,000 - \$34,999	\$175
\$35,000 - \$39,999	\$200
\$40,000 - \$44,999	\$225
\$45,000 - \$49,999	\$250
\$50,000 - \$54,999	\$275
\$55,000 - \$59,999	\$300
\$60,000 - \$64,999	\$325
\$65,000 - \$69,999	\$350
\$70,000 - \$74,999	\$375
\$75,000 - \$79,999	\$400
\$80,000 - Above	\$425

ESCROW

- Moved to a tiered structure*
 - Instituted a minimum TTP threshold
 - Instituted a minimum earned income threshold
- Eliminated an enticement to quit or reduce hours prior to enrollment
 - Households that meet the criteria at enrollment will escrow immediately*
- Encouraged participation of higher income earners and elderly/disabled households.
 - Ability to escrow through pay cuts
 - Allowed for faster recovery after job loss

ANNUAL EARNED INCOME	MONTHLY ESCROW CREDIT
\$10,000 - \$14,999	\$50
\$15,000 - \$19,999	\$100
\$20,000 - \$24,999	\$125
\$25,000 - \$29,999	\$150
\$30,000 - \$34,999	\$175
\$35,000 - \$39,999	\$200
\$40,000 - \$44,999	\$225
\$45,000 - \$49,999	\$250
\$50,000 - \$54,999	\$275
\$55,000 - \$59,999	\$300
\$60,000 - \$64,999	\$325
\$65,000 - \$69,999	\$350
\$70,000 - \$74,999	\$375
\$75,000 - \$79,999	\$400
\$80,000 - Above	\$425

*Effective Feb 2017 for all new program participants

PERFORMANCE MEASURES

- Overall purpose and intention was to increase self-sufficiency:
 - SS #1: Increase in Household Income
 - SS #2: Increase in Household Savings
 - SS #3: Increase in Positive Outcomes in Employment Status
 - SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
 - SS #5: Households Assisted by Services that Increase Self-Sufficiency
 - SS #8: Households Transitioned to Self-Sufficiency

	Higher Enrollment Numbers	Increased Educational Attainment	Increased Household Earned Income	Increase in Number of Families Escrowing
Tiered Escrow	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Income Exclusions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Interim Changes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

IMPACT

- **Record Enrollment #'s** since implementation:
 - 18 new enrollments in 2017
 - 40 new enrollments in 2018
 - 8 new enrollments in 2019 (Q1)
- **Average Escrow Balance** of current participants is \$1005
- **4 Heads of Household** are currently enrolled full-time in accredited educational programs and utilizing the Student Income Exclusion.
 - Average EI Exclusion: \$30,262
 - Average HAP: \$1,052
- **Two Households Graduated** successfully from the first cohort and moved off of subsidy within 18 months of enrollment

All figures as of March 31, 2019

- 45 year-old, single mother of 4
- Bachelors, working as an IT Contractor
- Enrolled in a Master's program
- Enrolled in FSS February 2017

ALEXA ROBERTS



Between February 2017 and October 2018 ...

Utilized **STUDENT INCOME EXCLUSION** AND **TIERED ESCROW**:

- Maintained employment
 - worked with a financial advisor to pay off \$20,000 of debt
 - increased credit score by 50 points
- Accepted a promotion
 - saved \$6,000 for moving expenses
- Completed her Masters Degree
 - Accepted a new job paying \$130,000 and moved off subsidy

- 27 year-old, single mother of 2
- Associates, working as a Nursing Assistant
- Enrolled in a BSN program
- Enrolled in FSS February 2017

BELLA TINDALL



Between February 2017 and February 2018 ...

Utilized **TIERED ESCROW**:

- Maintained employment
- Passed NCLEX
 - received a small pay increase
- Accepted RN job paying \$55,000
 - worked with a financial coach to pay off \$800 of debt
 - developed savings
 - increased credit score by 55 points
- Exited housing March 2018

LESSONS LEARNED

- Avoid making changes for the sake of change: learn what your residents need.
- Upgrade your technology before you start!
- You cannot plan for every scenario; be flexible.
- Beware of the unintended consequences!
- There is no perfect design.

THANK YOU!

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