

Lessons

Systems Alignment to Serve Common Clients in Housing and Workforce



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Big Picture

- 2
- 4
- 7
- 2
- 42
- 30
- 480
- 594

The Numbers and The Story

- 2 States
- 4 Counties
- 7 Agencies
- 2 Systems
- 42 Months system change efforts
- 30 Months service delivery
- 480 Participants intended
- 594 Participants served

Housing Works Program Purpose

- Increase collaboration between the region's workforce investment boards (WIBs) and public housing authorities (PHAs)
- Increase the efficiency of the region's WIBs and PHAs
- Increase the earning potential of PHA residents
- Accelerate a path to self-sufficiency for PHA residents

Program Overview

- **Objective:** Combined WIB and PHA resources to provide PHA residents with training and support to obtain credentials and experience for work in high-demand industries
- **Expected result:** Higher income and reduced or eliminated dependency on PHA rental assistance
- **Core program components:** Vocational case management, liaison between AJC and PHAs, career and resource planning, career pathways training, job preparation, and job-attachment services

Performance Goals

Performance Measure	Target
Credential attainment	210
Internship/OJT completion	210
Long-term Basic Skills (completion)	75%
Employment Barriers Reduced	65%
Entered Career Plan Employment	75%
Entered Employment	65%
Retained in Employment	70%
Six-Month Earnings	\$12,000
Earnings Increase	20%
Subsidy Reduction	\$3,250

Evaluation Scope

- Implementation study
 - Performance
 - *Fidelity*
 - *Systems Change*
- Cost study
 - *Efficiency*, allocation, effectiveness, subsidy
- Impact study
 - Program outputs and outcomes

Evaluation Data Sources

- Primary data sources
 - Site visits
 - Key-stakeholder interviews
 - Participant focus groups and surveys
 - Employer surveys
 - Comparison group surveys
- Program and administrative data sources
 - Management information systems—WIB and PHA
 - Wage record data

Staffing Model

WORKFORCE

- Executive
- Program managers
- AJC Liaisons
- Other AJC staff

HOUSING

- Executive
- Program managers
- PHA [vocational]
case managers
- Other PHA staff

Staffing Lessons

- Housing VCM role critical
 - Learned how to navigate workforce
 - Coach participants through it
- AJC liaison critical
 - Mentor to VCM
 - Ongoing resource
- Multiple parties on both sides contributed to CM

Staffing Lessons

- VCM was the key contact with the participants
- Lessons
 - Genuine, caring
 - Hire compassionate people
 - Ratio 1:30 caseload
 - Cannot catch up on recruitment without extending timeline

System Alignment & System Change Objectives

- Aligning policies and procedures
- Co-investing resources
- Establishing a streamlined service delivery that appeared seamless to program clients
- *Assumption:* This alignment would reduce redundancies and make services more efficient and valuable to clients

Collaborative Strengths

- Prior pilot, some collaboration in some agencies
- Strong leadership
 - Great management, facilitation skills
 - Ensured consistent implementation across the partnership
- WIB liaisons an effective link between AJC and PHAs
- Communication vehicles
 - multi-directional

Communication Structure is Key to Success

- Multi-level formal communications structures highly effective in connecting all partners
 - Regional Alliance – 2 times per year
 - County Alliances – monthly; all implementing partners (about clients)
 - Added-on: Implementation meetings – quarterly; adaptive; managers and frontline; learning per role - across counties
- Multiple vehicles are needed

Commitment to Collaboration

- Willingness to understand each system
 - Effort that paid off
- Multiple-level commitment
 - Executive
 - Managers
 - Frontline
- Recognition of common client – motivating

Leveraging Resources: Service Delivery

- HW partners connected with other agencies to leverage HW support services dollars with outside support services. Examples:
 - Family Self-Sufficiency
 - Department of Human Services
 - Dress for Success
 - Local food banks
- Bring in DHHS: so much to leverage; win-wins

Regional Alliance

- (Executive) Regional Alliance was supported by two existing collaboratives:
 - Aligned Partner Network (APN in 2 counties)
 - 3-WIB Collaborative (all 4 counties)
- Regional Alliance strengthened and supported two existing collaboratives
 - e.g., DHS in one county joined APN
 - e.g., 3-WIB collaborative has expanded focus to include housing and economic development

Efficiency

- The HW partners were highly effective in leveraging resources to increase efficiency or provided added support to clients
- Needed to simplify eligibility determination and registration processes
 - Participant satisfaction with enrollment improved
- Not many redundancies in services and supports across the two systems to overcome

Sustained Partnership

HW Elements After Grant Ended

	County A	County B	County C	County D
County partnership agreements	APN contract	County MOU	County MOU	APN contract
Regional Alliance	Scheduled	Scheduled	Scheduled	Scheduled
County alliances	Discontinued	Discontinued	Discontinued	Discontinued
Quarterly implementation meetings	Discontinued	Discontinued	Discontinued	Discontinued
WorkSource liaison position	Funding allocated for staff position	WorkSource staff person assigned temporarily	Funding allocated for staff position	Continued relationship via post-HW grant
New grants involving former HW partners	Yes	Yes	No	Yes
Funding and/or staff allocated for partnership programs	Yes	Yes	Yes	Yes

Vehicles for Sustainability

A new normal of collaboration

- County partnership agreements
- Resources dedicated to common client
- Staff allocated
- Liaison role or similar connectors/navigators
- Partner grants
- Regional planning that includes multiple sectors

Lessons:

Service Delivery

- HW service delivery model has sufficient power to positively impact the job readiness of a highly-barriered population
- Similar initiatives will need significant and effective job development capacity in place prior to start up

Lessons:

Cost

- Effective resource alignment will require creativity, willingness to take risks, and strong cross-sector relationships
- Referrals of clients to outside agencies should be directed to specific individuals at those organizations wherever possible
- Cost studies are recommended for any future initiatives in cross-sector collaboratives

Lessons:

Systems Change

- Plan for sustainability at the outset; be willing to invest to make a new normal
- Systems change efforts will have greatest chance of success if implemented in regions with a history of collaboration, a visible and trusted convening agency, and a fully committed partner group

Questions and Answers



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