



Austin Public Health



Office of the Director

P.O. Box 1088

Austin, Texas 78767

Phone (512) 972-5010

Fax (512) 972-5016

MEMORANDUM

TO: Mayor and Council Members

FROM: Stephanie Hayden, LMSW, Director, Austin Public Health (APH)

DATE: May 11, 2018

SUBJECT: Resolution No. 20170831-054 CIUR 1932 – Response

On August 31, 2017, Council passed Resolution No. 20170831-054, directing the City Manager to develop the Residents in Search of Empowerment Austin, Texas (R.I.S.E. ATX), a pilot program that would offer temporary work opportunities with or within the City of Austin to those experiencing homelessness and/or panhandling. This memo provides an update to the work in response to this resolution.

Workgroup

Several City of Austin departments and external stakeholders convened a Temporary Work Opportunities/Alternatives to Panhandling Workgroup, which met December 2017 through February 2018, to address two similar resolutions, R.I.S.E. ATX and Alternatives to Panhandling. The group developed potential pilot programs utilizing electronic survey results in order to prioritize strategies. Multiple City departments and external organizations were involved in this process.

The Workgroup drafted three 12-month pilot models to address the increase in homelessness and panhandling in Austin. In accordance with the Resolution, all three models include:

- mobile outreach strategies to engage potential participants;
- temporary work opportunities;
- methods to connect participants to services;
- public messaging about the program;
- evaluation of progress throughout the term of the pilot;
- estimated costs;
- proposed metrics; and,
- identification of existing resources, systems, and partnerships.



Austin Public Health



Additionally, the Bloomberg iTeam interviewed 120 people, including individuals experiencing homelessness and service providers. Interview data related to the topics of panhandling and employment were considered in the development of the models and are outlined in the attached report.

Immediate Short-term Pilot

APH and the Parks and Recreation Department are working collaboratively to implement a short-term pilot employment program for individuals to learn graffiti abatement skills as an alternative to panhandling. The action plan and implementation are under development and will include assistance from a local non-profit organization with regard to candidate recruitment. The pilot employment program will provide training and include wrap-around services to support the non-financial needs associated with experiencing homelessness. APH will also work in collaboration with the Austin Animal Shelter to provide additional employment opportunities. This short-term pilot is targeted to begin this fiscal year. The data from the pilot will be used for a longer-term program which could be expanded to include more partners, services and geographic locations.

If you have any questions, please contact me at 512-972-5010.

cc: Spencer Cronk, City Manager
Sara Hensley, Interim Assistant City Manager
Assistant City Managers
Adrienne Sturup, Interim Assistant Director

Attachment



**RISE ATX: Employment for individuals experiencing
homelessness and/or panhandling**
Council Resolution 20170831-054

**Austin Public Health Report
May 2018**

AUTHORS AND PARTICIPANTS

Community Members

ECHO (Ending Community Homelessness Coalition)

Integral Care

LifeWorks

Front Steps

Salvation Army

Caritas

Goodwill

Easter Seals

SafeHorns.org

Workforce Solutions

Veterans Administration

City of Austin

Innovations Office, Bloomberg iTeam

Parks and Recreation Department

Human Resources Department

Economic Development Department

Austin 3-1-1

Austin Code Department

Austin Police Department

Council Member Troxclair's Office

Downtown Austin Community Court

Public Works Department

Watershed Protection

Austin Resource Recovery

Austin Public Health Staff

Stephanie Hayden, Director

Adrienne Sturup, Acting Assistant Director of Health Equity & Community Engagement

Donna Sundstrom, Assistant Director of Community Services

First Workers Day Labor Program

Alan Washington, Manager

Derrick McKnight, Program Supervisor

Jose Saracco, Program Coordinator

Social Services Policy Unit

Vella Karman, Manager

Natasha Ponczek Shoemake, Program Coordinator

Laura Enderle, Planner

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INTRODUCTION

Resolution Numbers 20170831-054 and 20170831-059

On August 31, 2017, Council passed Resolution No. 20170831-054, directing the City Manager to develop the Residents in Search of Empowerment ATX (R.I.S.E. ATX), a pilot program that would offer temporary work opportunities with or within the City of Austin to those experiencing homelessness and/or panhandling. Resolution No. 20170831-059 acknowledges the efforts many non-profit and public entities have developed across the country to coordinate resources and provide an alternative work solution to panhandling.

Homelessness is increasing in Austin. The public's experience with homelessness is connected to panhandling, camping, substance use, and people exhibiting mental health symptoms. When these interactions are negative it reinforces negative stereotypes and perpetuates negative interactions between homeless individuals and the public.

In response to Resolution No. 20170831-054, Austin Public Health (APH) collected available research, coordinated with the Innovation Office's Bloomberg iTeam, and solicited stakeholder input to develop recommendations for the implementation of the pilot.

APH convened a Temporary Work Opportunities/Alternatives to Panhandling Workgroup to address Resolution No. 20170831-054 and Resolution No. 20170831-059, both pertaining to the growing practice of panhandling in Austin. The Workgroup met throughout December 2017, January and February 2018, and began with City staff participation. External stakeholders were consulted separately and then invited for multiple meetings of the Workgroup to generate and share ideas, develop strategies, and design components of a potential pilot program. APH utilized electronic survey results from Workgroup members to prioritize strategies. Once three promising models were developed, a final round of stakeholder feedback was incorporated into the final models and considerations are contained within this report.

RESEARCH

A Study of Public Solicitation in Austin

University of Texas at Austin, funded by the City of Austin, September 2008

In 2008, researchers from the University of Texas at Austin (UT Austin) Center for Social Work interviewed 103 people who were soliciting on Austin roadways for jobs or money. The average participant was Caucasian, over 40 years old, and male. They were either homeless or had faced episodes of homelessness, and had been an Austin resident for six years or longer.

Of the individuals interviewed, many reported avoiding emergency shelters because of the pervasive drug use. Participants reported isolation from larger social circles and family networks. Reasons for this were earlier periods of homelessness and coming from the foster care system. Thirty-five percent (35%) of interviewees stated that serious health issues had ended their previous employment, but only 15% received money through Disability, Social Security Disability Insurance (SSDI) or Social Security Insurance (SSI) and Food Stamps.

Report findings illustrate that daily life on the streets is expensive. There is no safe place for an individual to accumulate daily necessities. All items must be consumed or used each day and then purchased or obtained again the next day. Although 64% of individuals in the study preferred full-time work, they believed the earnings from a minimum wage job would not be sufficient and they would still need to supplement their wages by soliciting. Nearly half of the participants reported having an insecure job in the past 12 months and 43% used the City of Austin Day Labor centers and/or other day labor sites or temp agencies. Day labor was generally considered a good option by people who had physical, mental or emotional conditions. However, some complaints of day labor included unpredictability, difficulty of work, and low level of pay.

Contributing factors reported to prevent an individual from working are:

- physical health and mental health conditions;
- lost IDs or inability to obtain IDs due to outstanding warrants, tickets and arrests;
- lack of access to hygiene items, showers, and clean clothing;
- lack of an address and phone for call-backs from employers;
- lack of transportation;
- scarcity of long-term affordable housing;
- access to job training and placement services; and
- unreliable access to physical and mental health care.

The UT Austin report concluded that study participants soliciting on public roadways were experiencing multiple barriers to work, including health and mental health problems, cascading losses of stable housing, family members, and/or livelihood, lack of identification, and difficulties with accessing transportation, food and other basic necessities. As a mostly middle-aged population heavily burdened with disease and disability, respondents had very limited access to medical and specialty care. Most respondents turned to solicitation out of financial necessity in

order to meet basic needs. Only a small minority expressed a preference for the lifestyle represented by solicitation. While it was clear that many could not continue along the lines of their most recent employment – outdoor, physical labor – most solicitors had recent experience in the labor force, and most desired to return to more regular employment.

However, respondents widely recognized that they were unlikely to earn a sufficient amount at a minimum wage job to support a stable, housed lifestyle. The feedback provided about Austin's existing resources indicated a need for greater access to three types of services:

- assistance with immediate and basic needs (emergency shelter, clothing, meals, hygiene, and laundry facilities);
- gateway services that would enable respondents to take advantage of existing resources and opportunities (identification replacement and case management); and,
- long-term supportive services (housing assistance, medical care, substance abuse treatment options, and job training and placement services).

For some respondents, accessible basic needs and gateway services were the boost they needed to make concrete changes in their lives. However, due to advanced age, disease, functional disability and accumulated obstacles to self-sufficiency, many more respondents needed longer-term, supportive services. Most importantly, many respondents wanted assistance with long-term housing options that would provide them the stability to work a regular job and manage their health conditions.

City of Austin Innovation Office, Bloomberg iTeam Research Learnings, March 2018

Austin's Bloomberg iTeam conducted 120 interviews with people experiencing homelessness and providers serving the population. From those interviews they tested key insights with the Homelessness Advisory Council of Austin and organized their findings. The iTeam workshopped their initial research data on employment and panhandling with internal stakeholders on December 13, 2018. The following is a summary of their learnings.

Individuals who are homeless or panhandling in Austin have disparate levels of education ranging from those who dropped out of school at a young age to those who have college degrees. They also have a range of skills, past work experiences and challenges that are particular to their struggle to secure and maintain employment. Many people report managing one or more physical, mental, and/or substance use disorders while coping with criminal backgrounds, lack of identification, repeated rejections, failures and past traumas. Despite these challenges, some individuals have been able to leverage their personal networks and utilize social media to obtain employment. Individuals report that a network is important for meeting their everyday needs, including job opportunities.

Reliable transportation and housing are essential to employment. Many people report that bus passes are difficult to obtain, bus schedules are not comprehensive and bus travel can be

excessively long. They also report that housing provides the ability to get a good night's sleep, arrive clean to work, and provide a secure place to store their belongings. Consequently, lack of housing is a barrier to obtaining and maintaining employment.

Unfortunately, even if employment and transportation have been secured, the low wages and the lack of benefits that day labor and unskilled work provide is not sufficient to make a difference in someone's condition of homelessness. Yet certain levels of income often disqualify people from receiving public assistance for vital services such as healthcare, food and basic needs at low or no cost. When these critical benefits are lost, it becomes more difficult to move out of survival mode.

Individuals report hesitation to engage with an entity offering employment because they fear income will exacerbate their substance use disorder, they fear their belongings will be stolen while they are working, they fear their absence will put a companion at risk for victimization, and/or they simply do not trust the one offering employment. Many have been taken advantage of in the past and have had people fail them. Once they have income they may also become targets for extortion and manipulation by other individuals in their community.

Despite the challenges that face homeless individuals, they also report a sense of pride, purpose, and joy when they are able to give back and help others. Sometimes volunteering can also feel more approachable and accessible than formal employment. Volunteering is viewed as a good way to build skills and experience.

Some of the people interviewed said they enjoy aspects of panhandling. They value the ability to hang out with friends and talk to strangers when they are out on street corners. This social connectivity makes work more enjoyable. Panhandling is an entrepreneurial effort where people must be strategic in choosing a location and effectively use marketing and advertising techniques to create persuasive signs. They are able to maintain the independence of being their own boss. Artistic creations can also be a form of therapy and self-care. People have a lot of creative talent that day labor doesn't account for or know how to incorporate.

Homelessness Advisory Council of Austin Recommended Components of Program

As part of their effort to learn from those experiencing homelessness in Austin, the Bloomberg iTeam created an advisory council. Members of the Homelessness Advisory Council of Austin (a group of individuals with current or former lived experience of homelessness) explained that the term panhandling is not the term used in the homeless community. Instead they refer to someone who is panhandling as "flying a sign." An individual flying a sign hopes to make approximately \$20/per hour. Flying signs provides income but also provides social interactions with the public, sense of place and a connection to the community. Specific recommendations of the advisory council include:

- \$20 per hour in cash at the end of a shift;
- storage for workers' possessions while working;

- transportation back to their campsite or shelter;
- shelter should allow clients to enter after work, regardless of whether the entry time complies with normal check-in procedures; and,
- use of established connections and shared information with community dorms and shelters to communicate expectations about the program.

STAKEHOLDER INPUT PROCESS

Internal Stakeholders

Staff from multiple City of Austin departments met December 2017 through February 2018 to identify and leverage existing City resources, programs, and systems related to temporary work opportunities. These discussions illuminated potential benefits and constraints for developing a new program within the City versus partnering or contracting for program activities through external entities. The group considered how to implement an employment program for people who are panhandling modeled after the Albuquerque model. Representatives participated from the following departments:

- Parks and Recreation Department
- Austin Public Health – First Workers Day Labor
- Austin Public Health – Social Services
- Downtown Austin Community Court
- Human Resources Department
- Economic Development Department
- Innovations Office – Bloomberg iTeam
- Austin Police Department
- Watershed Protection
- Austin Resource Recovery
- Austin Code Department
- Austin 3-1-1

Several insights regarding employment models were generated through these meetings. The Human Resources Department provided information about City policies, opportunities and limitations for temporary hiring practices within the City. Staff from the Downtown Austin Community Court explained the framework of their Community Service Restitution program – partnering with other City departments and outside agencies to provide unpaid work opportunities to participants in need of supervised work hours to benefit the community. The First Workers day labor program, operating out of APH, provided an understanding of their current employment system for individuals in the community with barriers to traditional employment. The Workgroup shared questions, ideas, and lessons learned from myriad perspectives within the City.

External Stakeholders

APH staff presented the Alternatives to Panhandling resolution at the November 16th ECHO bi-annual meeting. Attending the meeting were individuals from ECHO, Integral Care, Austin Police Department, LifeWorks, Front Steps, Salvation Army, Caritas and many other organizations, as well as engaged residents of Austin.

Attendees of the monthly ECHO Policy and Practice Workgroup also had the opportunity to offer ideas and feedback in multiple meetings during this process. Participants made recommendations on the models and components that should be included in each one.

External stakeholders, including representatives from Easter Seals, Workforce Solutions, Goodwill, Caritas, Front Steps, Integral Care, ECHO, LifeWorks, the Veterans Administration, SafeHorns.org and the Salvation Army joined the Temporary Work Opportunities/Alternatives to Panhandling Workgroup meetings in January and February 2018. The expanded Workgroup used research and subject matter expertise to develop and refine three employment models.

During the final stage of this process, stakeholders from over 20 City departments and partner organizations were given a summary of the three models presented in this report and offered an opportunity to provide feedback. This feedback included recommendations for program elements and considerations that would create a successful program.

Successful programs will provide:

- case management;
- certified coordinated assessment (CA) assessor;
- incentives for participation: meal cards, hygiene products and other items for basic needs;
- support to create bank account and money management education;
- link to housing;
- data to inform process improvement of the program;
- expansion of Austin 3-1-1 if the number of calls would increase by 20 calls a day or if data would need to be collected;
- self-referral opt-in process for those who are not engaged with services or reached by mobile team; and,
- public awareness and information about the program/campaign.

MODELS TO CONSIDER

Employment Program Pilot

Stakeholders began with the Albuquerque Model, per the resolution, and drafted two additional models for employment pilot programs to address the increase in homelessness and panhandling in Austin.

In accordance with the Resolution all models include the following components:

- mobile outreach efforts to identify and engage individuals who are willing and able to participate in a work program;
- temporary work opportunities;
- methods to identify and connect individuals to additional services (housing programs, mental health services, financial counseling, job training/placement assistance);
- a public messaging campaign to raise awareness of the program (signs, direct referral options, 3-1-1 integration, other public messaging strategies); and,
- iterative program design using metrics for consistent evaluation.

All pilot models require the following resources:

- a van to provide transportation to/from job placement or work site;
- a mobile outreach and engagement strategy;
- secure storage space for workers' personal belongings;
- appropriate work clothing for some participants; and,
- meals provided during the work day.

Participants:

All pilot models contain strategies to engage with panhandlers in a specific geographic area, potentially augmented by referrals through 3-1-1, and/or referrals from other social services agencies.

Timeline:

- 12-month pilot with milestones at 3, 6 and 9 months used to modify process and program design; and,
- pilot program would run five days a week.

Employment Model 1: Albuquerque Model

Overview of Albuquerque, New Mexico program

Albuquerque's innovative "There's a Better Way" program addresses four main needs:

1. give people dignity in work;
2. connect individuals with services;
3. collective impact to end panhandling;
4. help the community to understand "There's a Better Way",
 - The city posts blue and white signs at intersections that list a 3-1-1 phone number and a website.
 - Panhandlers can call the number to connect with services.
 - Motorists can visit the website, managed by the United Way of Central New Mexico, to donate to a local shelter, food bank or an employment fund to pay panhandlers' wages.
 - The sign also lists the <https://uwcnm.org/help-those-need> website for donations. Anyone who wants to help the needy can make donations through the website.

Austin Program Design:

- City contracts with local nonprofits who will engage persons who are panhandling and encourage them to participate in the program.
- Non-profit will develop relationships with employers to incentivize participation.
- Job opportunities will be mostly landscaping, clean-up, and other outdoor activities.
- Workers will be paid by the non-profit daily through gift cards, up to \$600 per year per worker (per IRS guidelines, this is the payment threshold requiring a Form 1099).
- Program will transport workers to worksite and back to camp or shelter.
- Storage will be provided for personal belongings.
- City of Austin and non-profit will raise public awareness of the new program.

Model 1

Albuquerque Model Resources Required	
2 Nonprofit staff who will provide outreach and connection to community resources, employer development and transportation to work sites	\$100,000 = 2 x \$50,000 full-time staff
Van	\$37,000 one-time costs plus ongoing fuel and maintenance
Storage for workers personal belongings	Minimal
Meals – breakfast and lunch	\$52,000 = breakfast and lunch five days a week at \$10 for both meals x 20 participants
Gift card/cash substitute up to \$600.00 per year per participant	\$27,000 = \$600 x 45 participants
Year 1 Total	\$216,000 (less for subsequent years)

Measuring Success

- Total # of participants who are employed for 1 day.
- Total # of individuals who reach the \$600 annual maximum in payment.
- Total # of individuals employed in long-term employment (30+ days).

Expected Results

- More homeless individuals will access low-barrier, short-term employment and gain some income.

Possible Challenges

- People may go back to panhandling after earning \$600.
- Limited type of jobs and little opportunity for people with disabilities.
- Lack of job training and only provides referrals to long-term employment opportunities.
- Would not provide comprehensive services.

Community Feedback

- This design is expensive and creates a great amount of liability and programmatic challenges (transportation, storage of belongings, bed bug infestation in van and building, tracking \$600 gift cards per participant). A participant could easily earn \$600 and disengage from services

before receiving any long-term benefits. Oftentimes, temporary day labor employment does not lead to long-term employment and employment for one day is not a measure of success. Therefore, coordination with other workforce centers must occur before the \$600 cap is met to ensure participants continue working and avoid returning to panhandling. The elimination of programmatic barriers is necessary while working on housing the participants and defining best practices in employing the homeless.

- \$600 per year is not enough to dissuade a person from panhandling or increase a person's ability to maintain housing but may increase bartering and substance use. Furthermore, non-profits should not be the one paying the participants. There should be a separation in roles between employer and supporter to allow the case managers the ability to support the participant neutrally.
- Should add metric of the number of new employers participating in program.

Employment Model 2: Day Labor Plus Model

Program Design

APH currently administers a day labor program called First Workers. The Day Labor Plus Model would build on the existing day labor program by partnering with a non-profit to provide outreach services to people who are panhandling and connect them to work opportunities and community resources.

Current Day Labor Model

- Regular work available six days a week, drive-thru service, 5:30 am – 2:00 pm.
- Safe place where customers and day laborers can come together and exchange day labor work for pay in a well-organized and supervised environment.
- Located near bus lines – bus right outside front door on IH-35 north of 51st Street.
- Hourly rates and job specifics or requirements are negotiated between employers and workers.
- Wages paid by employers.
- System for insuring some fairness to the worker selection process.
- Connection with many private employers.
- Some vetting of clients' skills and interests.
- Minimal connection of clients to other services.

First Workers Day Labor Program Data October 2017-February 2018				
	*duplicated			
Number of workers signed in wanting work	6,965*			Worker Complaints
Total of workers signed out for a job	3,252*	YTD % Worked	47%	YTD
Daily Average Signed In:	61	YTD total-contractors	899	0
Daily Average Signed Out:	29			

Program Design

City of Austin contracts with a non-profit that will work with Day Labor staff for mobile outreach in response to 3-1-1 calls. Clients will obtain employment through the Day Labor center where the employer would pay the client directly. Non-profit will work with Day Labor program staff to develop relationships with new employers. Coordination with shelters and other housing providers to find housing for clients while they are employed

Non-profit will provide:

- Transportation to Day Labor Center and/or to worksite as needed, and back to shelter or camp at the end of the day.
- Basic job skill training and assistance to clients to apply for longer-term jobs.
- Referrals to job training, SSI/SSDI Outreach, Access, and Recovery (SOAR) benefits enrollment, case management, coordinated assessment and housing resources, behavioral health and physical health services. Non-profit would not provide these services directly, but work with other groups for services.
- City of Austin and non-profit will raise public awareness of the new program.
- Expanded employment opportunities for people with physical limitations and to increase job options.

Model 2

Day Labor Plus Model Resources Required	
City Day Labor Center staff as collaborative partners with non-profit	\$0 Existing Staff
2 Nonprofit staff responsible for outreach, working with Day Labor staff, connecting clients to resources, job coaching and providing minimal case management.	\$100,000=2 X \$50,000 full-time staff
Van	\$37,000 one-time costs plus ongoing fuel and maintenance
Storage for workers personal belongings	Minimal
Meals – breakfast and lunch	\$52,000 = breakfast and lunch five days a week at \$10 for both meals x 20 participants
Costs for obtaining IDs for participants	\$1,000
Additional 3-1-1 resources required	Unknown
Year 1 Total	\$190,000 (less for subsequent years)

Measuring Success

- Total # of individuals employed for one day.
- Total # of individuals employed in long-term employment (30+ days).
- Total # of individuals who receive a Coordinated Assessment.
- Total # of individuals who enroll in job training.

Expected Results

- Homeless individuals will develop an employable skill set and connection to community resources.

Possible Challenges

- Current Day Labor Center hours may be limiting (5:30 am-2 pm).
- Comprehensive services would not be provided.

Community Feedback

- Not enough system coordination – two non-profit staff doing all of this alone without more system structure and support would probably lead to burnout.
- Caseloads will need to be about 15 clients to each case manager or outreach staff.
- Will participants store belongings and access clothing and shoes at Day Labor Center?
- This may only be effective if jobs are guaranteed. In previous conversations the Day Labor center uses a lottery system, which does not guarantee a job.
- 30-day retention metric is going to be extremely difficult to track for only two FTE's (especially if the participant is not willing to provide SS#).
- Another measure of success could be number of calls from 3-1-1 (i.e. increased public awareness of resources for panhandlers).
- Identify innovative strategies to engage potential employers to enhance employment opportunities.
- Chances for work increase if more employers participate.
- Increase participant enrollment slowly to address Day Labor Center capacity.
- Non-profit staff would be best trained and suited for outreach team and driver.
- All clients seeking work are required to follow center policies, including the lottery process.
- Case managers and other resources can visit the center to meet with clients one on one or provide transportation to resource facilities.
- Job training should include OSHA and other relevant trainings.
- The center provides shelves/racks for clients to store belongings, but items are not secure. Clients are required to take their belongings with them upon hire or at the end of the day.
- Should add metric of the number of new employers participating in program.
- Minibus may be better equipped to transport more clients.
- Outreach options for potential employers:
 - Local paper advertisement
 - Radio
 - Flyers
 - Job Fairs.

Employment Model 3: Supported Employment Hybrid Model

Program Design

The City contracts with a local non-profit who will provide mobile outreach in response to 3-1-1 calls, engaging homeless persons who are panhandling and connecting them with short-term employment. The City and the non-profit will work together to raise public awareness of the new program.

Non-profit will provide:

- Relationships with new employers and coordination with Day Labor Center.
- Community employment programs that serve people with disabilities.
- Raised public awareness of the new program.
- Relationships with shelters and other housing providers to find housing for clients while they are employed.
- Transportation to worksite and back to shelter or camp at the end of the day.
- Referrals to job training, SSI/SSDI Outreach, Access, and Recovery (SOAR) benefits enrollment, case management, coordinated assessment and housing resources, behavioral health and physical health services.
- Expanded employment opportunities for people with physical limitations.
- Supportive employment that includes providing workforce reentry services, job training and coaching, working with employers to incentivize hiring program participants.
- Workforce reentry activities are:
 - Job search for community-based competitive employment
 - Participation in a job readiness/workforce reentry progress plan
 - Participation in a supported employment program
 - Participation in a transitional employment program
 - Participation in an educational program
 - Participation in a vocational program
 - Participation in a certification program

Model 3

Supported Employment Hybrid Model Resources Required	
City Day Labor Center staff as collaborative partners with non-profit	\$0 Existing Staff
2 Nonprofit staff responsible for outreach and engagement	\$100,000 = 2 x \$50,000 full-time staff
2 Nonprofit staff responsible for job coaching, completing Coordinated Assessments, connecting clients to resources and providing case management	\$100,000 = 2 x \$50,000 full-time staff
Van	\$37,000 one-time costs plus ongoing fuel and maintenance
Storage for workers personal belongings	Minimal
Meals – breakfast and lunch	\$52,000 = breakfast and lunch five days a week at \$10 for both meals x 20 participants
Costs for obtaining IDs for participants	\$1,000
Additional 3-1-1 resources required	Unknown
Year 1 Total	\$290,000 (less for subsequent years)

Measuring Success

- Total # of unduplicated individuals served.
- Total # of individuals obtaining employment (transitional, supported, or independent).
- Total # of individuals who participate in goal-setting/action planning.
- Total # of individuals making progress on their goals/action plans.
- Percentage of individuals making progress on their goals/action plans.

Expected Results

- More homeless individuals will access low-barrier short-term and long-term employment.
- Homeless individuals will develop employable skill set.
- Improve homeless individuals' quality of life.

Possible Challenges

- Comprehensive services would require more staff time and resources.

Community Feedback

Stakeholders offered positive feedback about this model but also voiced concerns regarding the large amount of resources it would take to implement, run and position correctly within the system of resources already in place. This model calls for two Employment Navigation Outreach Workers with clear roles and responsibilities stationed at a day center where Coordinated Assessment, SOAR benefits enrollment and case managers would also be located. The outreach staff would coordinate transportation services with a shuttle or van that cycled through regular pick-up locations for work opportunities. Other homeless outreach teams could provide direct referrals to the Employment Navigation Outreach Team as possible candidates for the program.

- Outreach teams need to be connecting with homeless people, but should be focused on engaging them to enter services and housing, not focused on getting them into day labor.
- Not all panhandlers are homeless so service providers need to be identified to support that population as well.
- Incentives need to be provided to encourage participation.
- Develop best practices on helping the homeless enter the workforce.

ADDITIONAL CONSIDERATIONS

Mobile Loaves and Fishes Mobile Vending Program

In December 2017, in conjunction with responding to this resolution, multiple City departments met with representatives from Mobile Loaves and Fishes to learn about their mobile vending initiative. Mobile Loaves and Fishes seeks to empower and equip homeless individuals to sell packaged drinks and food in the downtown or other heavily populated areas. City of Austin participation would not include funding but would require identification and provision of a location for the food items and vending equipment to be stored. This program has proved very successful in the past and is a promising option for individuals with an entrepreneurial spirit to generate income through work.

- Potential Lead: Parks and Recreation Department