**SECURE JOBS**

The Secure Jobs Initiative, a $1.5 million demonstration project funded by The Fireman Foundation, is designed to link homeless families participating in Massachusetts’ HomeBASE program to the resources and services they need to enter and sustain employment. In five regions across the state, workforce development and homeless services are linked to offer a comprehensive and individualized set of services that addresses these families’ barriers to employment and gives them both the tools they need to enter the workforce and the critical connections to employers that will help them get jobs.

**FOUR KEY ELEMENTS**

- Effective Leadership
- Enthusiastic Well-Trained Staff
- Flexible Funding
- Partnerships

**AMBITIOUS GOALS**

Goal: Enrolled
Goal: Employed

**THE FIVE SECURE JOBS SITES**

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Western Mass</th>
<th>Merrimack Valley</th>
<th>South Shore</th>
<th>Boston</th>
<th>South Coast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead Agency Type</strong></td>
<td>Employment</td>
<td>Housing</td>
<td>Housing &amp; Employment Group</td>
<td>Employment</td>
<td>Employment</td>
</tr>
<tr>
<td><strong>Intake</strong></td>
<td>Group</td>
<td>Individual</td>
<td>Group</td>
<td>Group</td>
<td>Individual</td>
</tr>
<tr>
<td><strong>New Staff</strong></td>
<td>Site Coordinator, Employment Specialist (FT), Job Developer (PT)</td>
<td>Site Coordinator, Employment Specialist (FT), Job Developer (PT)</td>
<td>Site Coordinator (FT), Employment Specialist (3 FT)</td>
<td>Site Coordinator, VELT Instructor (PT), Employment Specialist (1 FT), Job Readiness Instructor (2 PT)</td>
<td>Site Coordinator, Employment Specialist (PT), Job Developer (PT)</td>
</tr>
<tr>
<td><strong>Job Readiness</strong></td>
<td>One-on-one</td>
<td>Class at Career Center</td>
<td>One-on-One</td>
<td>Class</td>
<td>Class</td>
</tr>
<tr>
<td><strong>Training Vendors</strong></td>
<td>Private</td>
<td>Vocational Schools</td>
<td>Private, Community College</td>
<td>Private, In-House Career Center</td>
<td>Private, Community College</td>
</tr>
<tr>
<td><strong>Job Development</strong></td>
<td>Employment Specialists</td>
<td>Use Career Center &amp; Vocational Schools</td>
<td>In-House Dedicated (FT)</td>
<td>Employment Specialist, In-House Career Center</td>
<td>Employment Specialists</td>
</tr>
<tr>
<td><strong>Retention Services</strong></td>
<td>One-on-One with Job Navigator, Monthly Support Group</td>
<td>One-on-One with Retention Specialist</td>
<td>One-on-One with Employment Specialist</td>
<td>One-on-One with Stabilization Worker, Monthly Support Group</td>
<td>One-on-one with Coordinator or Job Developer/ Job Coach</td>
</tr>
</tbody>
</table>
PARTICIPANT OUTCOMES

PARTICIPANT CHARACTERISTICS

<table>
<thead>
<tr>
<th>Race</th>
<th>Marital Status</th>
<th># Children</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>Div/Sep</td>
<td>Single</td>
<td>Some Post-Secondary</td>
</tr>
<tr>
<td>Asian</td>
<td>Married/</td>
<td>Never</td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>Domestic</td>
<td>Married</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

PARTICIPANT EMPLOYMENT

**Employment Outcomes**

- Enrolled: >500
- Employed: ~70%
- Wage: ~$12 ($8-$26)
- Hours: ~30 (16-40)
- Vacation/Sick Leave: ~28%
- Health Insurance: ~23%
- Retirement: ~9%

**Category**

- Food Service: Fast Food/Restaurant*, Grocery, Food Prep
- Healthcare: Home Health Care/Personal Care Attendant*, Medical office or hospital *, Nursing home*
- Office Work: Administrative Assistant, Shipping Clerk, Accounting, Mail Room, Office Manager
- Transportation: Chauffeur, Bus Driver
- Technical: Electronics, Soldering, Metalworking, Auto Mechanic
- Social Services: Teacher, Day care, Non-Profit Staff, Service Provider
- Self-Employed

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The Heller School FOR SOCIAL POLICY AND MANAGEMENT • BRANDEIS UNIVERSITY
# IMPLEMENTATION HIGHLIGHTS

## BARRIERS & SOLUTIONS ACROSS FIVE SITES

<table>
<thead>
<tr>
<th>Participant Barriers to Employment</th>
<th>Innovative Solution</th>
</tr>
</thead>
</table>
| **Transportation**                | • Flexible funds for public transportation passes  
                        | • Flexible funds to pay off small fees to reinstate driver’s license  
                        | • Flexible funds for driving lessons  
                        | • Revolving loan program to purchase used car or pay off larger RMV fees  
| **Small expenses related to employment:**  
  • Textbooks for training courses  
  • Licensing exam fees  
  • Work-appropriate clothing (scrubs, steel-toe boots, etc.) | Flexible funds are critical for these small expenses that act as major barriers  
| **Professional attire for interview** | • Connect to Dress for Success, Suitability and other programs that provide professional clothing free of charge  
                        | • Clothing retail employer partner gives steep discount on professional attire  
                        | • Flexible funds to purchase additional items  
| **Hair styling for interview** | • Partner with cosmetology school to provide free styling services  
                        | • Flexible funds to get hair styled  
| **CORI & lack of knowledge about it** | • Target trainings for CORI-friendly occupations e.g. electronics  
                        | • Assistance in sealing CORI record if possible  
| **Fear of entering job and losing supports** | • Continued intensive case management  
                        | • Post-employment peer support groups  
| **Limited knowledge of English** | Vocational English Language Training programs for Secure Jobs participants  
| **Debt and/or bad credit score** | • Acquire and review credit score with participant  
                        | • Financial education in-house or with partner agency  
                        | • Work with local landlords to find those who will take a chance on tenants with bad credit  
| **Long gap in work history** | Partner with businesses that offer volunteer and internship opportunities for participants, to get experience and make connections that can lead to a job  
| **Limited child care voucher availability** | • Solicit external, time-limited child care funding as stop-gap (especially over summer, until school starts)  
                        | • Negotiate reduced summer camp rates for school-age children  
                        | • Establish point person at CCR&R to expedite voucher application process  
| **Limited availability of training programs, especially in summer** | Work with vocational school and community college partners to create summer training programs specifically for Secure Jobs cohort  

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**FLEXIBLE FUNDS**

<table>
<thead>
<tr>
<th>Expense</th>
<th>$ Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNA, CMA, LPM, EMT etc. Licensure Exam</td>
<td>$93-$300</td>
</tr>
<tr>
<td>Scrubs, shoes and watch for health care job</td>
<td>$50</td>
</tr>
<tr>
<td>Steel-toed boots for warehouse job</td>
<td>$47</td>
</tr>
<tr>
<td>Textbooks for Home Health Aide training course</td>
<td>$117-$197</td>
</tr>
<tr>
<td>RMV fee to reinstate driver’s license</td>
<td>$50-$95</td>
</tr>
<tr>
<td>Gas card to get to work for first 2 weeks</td>
<td>$40</td>
</tr>
<tr>
<td>Driving lessons</td>
<td>$125-$160</td>
</tr>
<tr>
<td>Massachusetts ID</td>
<td>$40</td>
</tr>
<tr>
<td>Hair styling for interview</td>
<td>$25</td>
</tr>
<tr>
<td>MBTA pass (up to 1 month)</td>
<td>$18-$70</td>
</tr>
<tr>
<td>TB test to enroll in CNA course</td>
<td>$25</td>
</tr>
</tbody>
</table>

**FOR MORE INFORMATION**

For the full implementation report, go to http://iasp.brandeis.edu/pdfs/2013/Fireman.pdf

For more on our work, go to http://iasp.brandeis.edu or follow us on Twitter @IASP_Heller

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