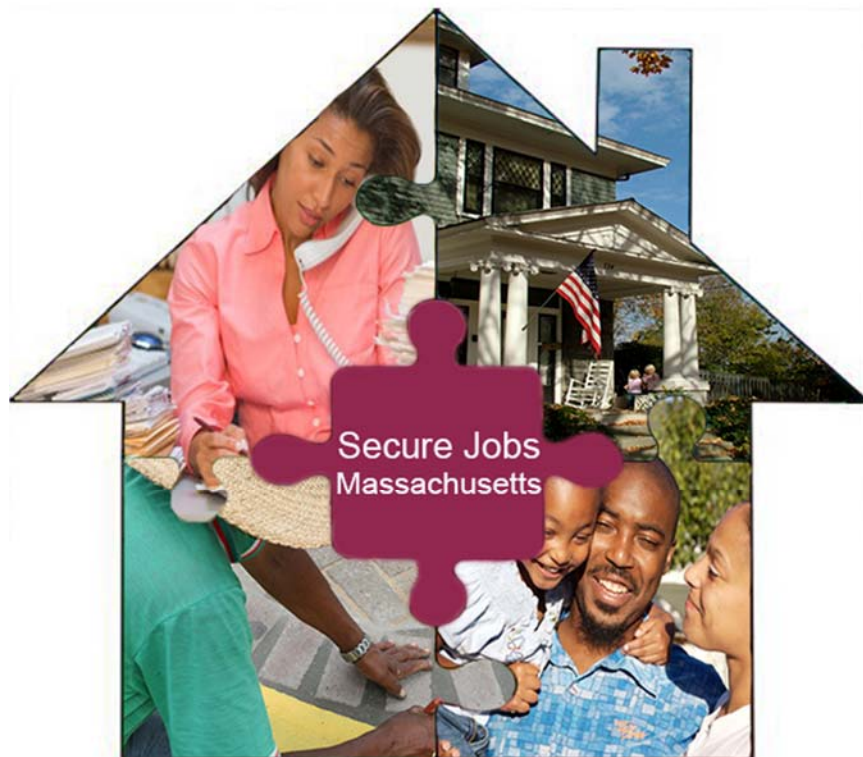


SECURE JOBS, SECURE HOMES, SECURE FAMILIES

Final Report for Massachusetts' Secure Jobs Initiative

Tatjana Meschede
Sara Chaganti
Erika Krajcovicova



Acknowledgments

We owe thanks to many for their help and support in this research endeavor.

First, we would like to thank the Secure Jobs participants who shared their stories. Their generosity made this research come alive and gave us a vivid portrait of life in Secure Jobs.

Second, we are indebted to Sue and Nicole from the Fireman Foundation for sharing so much information regarding the Secure Jobs Initiative.

Third, we thank the seven regional project leaders and their staff for their continued participation, through providing data, as well as for their review of the draft report.

Fourth, we would like to thank the graduate research assistants that have been involved with this project, Alexandra Revis, Giselle Routhier and Zaynah Johnson, for their hard work and invaluable contributions.

Finally, we are grateful to the Department of Housing and Community Development (DHCD) for their partnership in data collection and their commitment to this evaluation project.

Reports in This Series

Secure Jobs, Secure Homes, Secure Families: Process Evaluation of the Massachusetts Secure Jobs Pilot
(October, 2013)

Secure Jobs, Secure Homes, Secure Families: Summary Report of Massachusetts Secure Jobs Initiative
Phase One (December, 2015)

Secure Jobs for Homeless Families: Expanding an Integrated Service Model (March, 2015)

Job Readiness Training for Homeless Families: Preparing for Work to Achieve Housing Stability (July,
2015)

Systems Change in Service Delivery for Homeless Families: Building and Leveraging Networks to
Improve Service Provision (November, 2015)

Phase One & Two Participation & Employment Outcomes (June, 2016)

Skills Training for Homeless Families: Human Capital Investments in Support of Employment and
Housing (November, 2016)

<http://iasp.brandeis.edu/research/housing/securejobs.html>

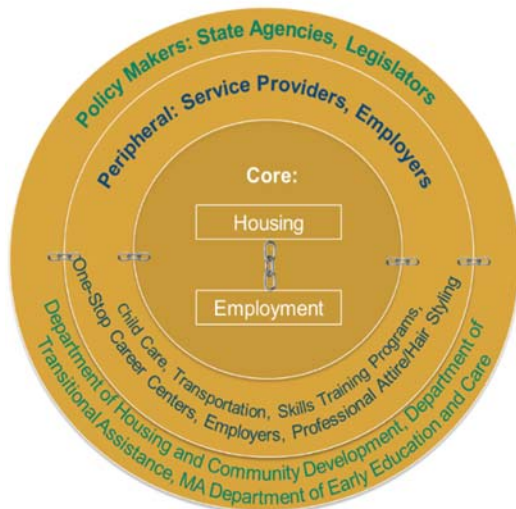
*This research was funded through the generous support of the Paul and Phyllis Fireman
Foundation and the Department of Housing and Community Development.*

Executive Summary

Secure Jobs has been linking homeless families in Massachusetts with employment since 2013. Spearheaded by and under the leadership of the Paul and Phyllis Fireman Foundation in collaboration with the State, this Initiative has enrolled over 1,900 participants between January 2013 and June 2016 at 7 sites (expanding from 3 initial sites) throughout the State and helped over 1,100 participants find employment.

The Secure Jobs model builds partnerships between housing and employment services at its core, surrounded by a service network that provides necessary wraparound supports for homeless families to access and maintain employment, such as child care and transportation.

The Secure Jobs Partnership Model



Hallmarks of Secure Jobs include

- Strong and consistent leadership
- Collaboration at every level
- Well-trained staff
- Individualized employment plans
- Flexible funds to meet unexpected expenses

The process and outcome evaluation, carried out by the Institute on Assets and Social Policy at Brandeis' Heller School for Social Policy and

Management, identified several key features that contributed to Secure Jobs success. These findings are discussed more in depth in a series of published reports and research briefs, and are summarized at the beginning of this report. As the final in the series, this report focuses mostly on participant characteristics and their employment and housing outcomes.

Secure Jobs Participants

Participants were initially, in Phase 1 (1/1/2013-4/30/2014), exclusively recruited from the Massachusetts rapid re-housing program (HomeBASE)ⁱ, with primary recruitment shifting to emergency shelter (including shelters, motels and scattered site units) in Phases 2 and 3. Participating families were similar in size and makeup to homeless families in Massachusetts overall, except for their higher educational attainment, with over two-thirds having a high school diploma or equivalent, especially families enrolling during the initial Phase. With recruitment from shelter, participants in Phases 2 and 3 were more likely to be non-white, less educated, and less likely to be employed at Secure Jobs entry, all characteristics indicative of more challenges to employment. Nevertheless, participant outcomes continued to be exceptional, as highlighted in the following participant employment and housing outcomes:

Employment Outcomes

More than two-thirds of participants, excluding drop-outs, gained in employment in Phases 1 and 2.ⁱⁱ About a quarter of them started went onto second jobs which led, on average, to higher wages.

Two-thirds of enrolled Secure Jobs participants found employment, 80% retained their jobs.

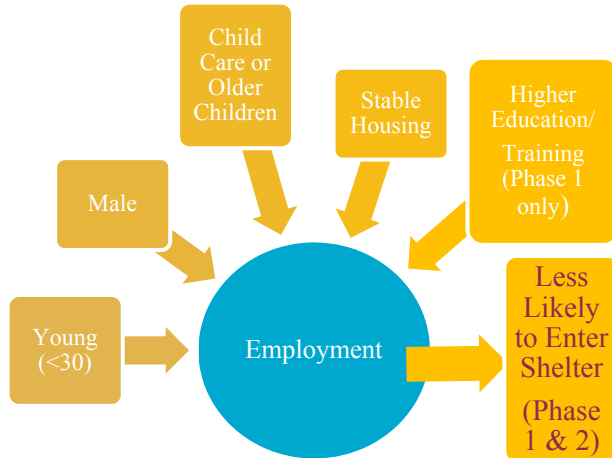
Across all 3 Phases the 80% retention for the full enrollment period was met, a remarkable outcome as this rate is much higher than in other similar projects across the country.

ⁱ HomeBASE offered initially a 2 year rental subsidy, and moved to a lump sum only subsidy since 2012.

ⁱⁱ A shorter follow-up period for those enrolling towards the end of Phase 3 may contribute a lower employment.

Statistical analysis finds that factors promoting employment included having access to child care in place and having a housing subsidy (HomeBASE, MRVPⁱⁱⁱ, Section 8). Women and those with young children were less successful entering employment, and receiving SSI/SSDI also reduced the likelihood of getting a job.

Factors Associated with Better Secure Jobs Participant Outcomes



Health care support, such as Certified Nursing Assistant (CNA) and Home Health Aide (HHA), and retail were the most common fields of employment. Other common fields were administrative and food preparation and serving. About one in five were in typically male-dominated fields; these positions were more likely to be accessed by the male participants, including transportation/warehouse, manufacturing, security, and construction and maintenance.

Full-time employment was more common than part-time employment. As to be expected, earnings were at the low end of the income distribution with most earning between \$9 (before the state’s minimum wage increase to \$10) and \$14 and average earnings were at \$11.56. More than one third of employed Secure Jobs participants received employer-provided benefits.

About one in five (21%) Secure Jobs participants entered a skills training course with two-thirds of the training courses attended in the healthcare field. Training had a positive impact on employment:

although it delayed entry into employment, those who entered training earned significantly more.

Housing Outcomes

Secure Jobs’ ultimate goal was to improve housing stability by enhancing housing stabilization services with integrated employment services. The last recorded housing data show that 27% of families were living in their own apartments at program exit, either paying market rate or with a subsidy. This is a significant increase over the 8% who were in their own apartments at Secure Jobs entry.

Analysis of Phase 1 participants allows for a longer-term view of housing outcomes. Phase 1 participants who retained their employment were significantly less likely to have entered shelter within 30 months post Secure Jobs entry than those who did not find employment or did not enroll in Secure Jobs at all. Factors that

Employment stabilizes housing. Employed Secure Jobs participants were less likely to enter shelter in the 30 months following Secure Jobs entry.

decrease the likelihood of entering shelter also include being older, having older children and fewer than 2 children in the household, and higher educational attainment.

Conclusion and Recommendations

Secure Jobs successfully integrated employment services into housing stabilization to enable homeless families to gain employment and begin to stabilize their housing. Our overall recommendations include:

- Continue to integrate and promote employment during housing stabilization.
- Strengthen inter-agency collaboration at the state level to facilitate cross-agency collaboration at the frontline, and enter data sharing agreements to document outcomes.
- Promote access to child care for parents of younger children to access employment.
- Time short-term rental subsidies to coincide with start of employment services and extend housing supports for those accessing employment to reduce shelter entry.

ⁱⁱⁱ Massachusetts Rental Voucher Program

Table of Contents

Introduction.....	1
Background.....	2
The Evaluation.....	4
The Participants Who Enrolled in Secure Jobs.....	7
Secure Jobs Participants' Employment Outcomes.....	7
Housing at Entry, Exit, and Beyond.....	11
Summary of Employment and Housing Outcomes.....	14
Conclusion and Policy Recommendations.....	15
References.....	16
Appendix A: Secure Jobs Requirements.....	18
Appendix B: Secure Jobs Timeline.....	19
Appendix C: Data Sources and Definitions of Outcome Measures.....	20
Appendix D: Participant Enrollment by Site, Participant Characteristics, Employment and Housing Outcomes.....	22

Introduction

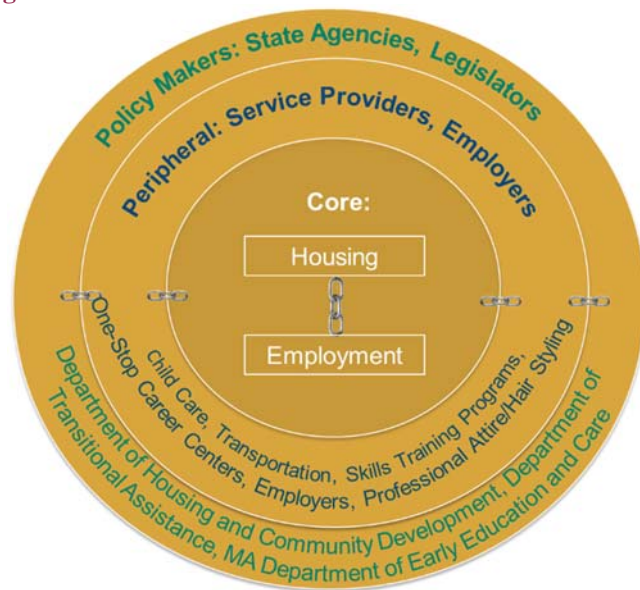
In the spring of 2012, the Paul and Phyllis Fireman Foundation, in partnership with Massachusetts' Department of Housing and Community Development (DHCD), spearheaded a new vision to expand housing stabilization services by adding integrated employment services. With Fireman start-up funding, matched funds by the state beginning in 2014, and a state budget line item since FY 2015, the Secure Jobs Initiative tested this new approach, operating now in seven regions across Massachusetts, with staff, participants and stakeholders showing enthusiastic support. The Institute on Assets and Social Policy (IASP) at Brandeis University's Heller School for Social Policy and Management was selected as the evaluation partner for the first three years of this pilot.

The goal of Secure Jobs was to test a model that leverages existing regional partnerships and forges new connections to improve the efficiency of service delivery for homeless parents, knowing that the quickest route to more stable housing for their families is by increasing their incomes through employment. Secure Jobs was intended to be a learning experience. As only about one quarter of families in need of a housing voucher or other housing assistance actually receive such assistance,^[4] the stated goal of Secure Jobs was to test to what extent the link between housing and employment can provide a path for homeless families who are most ready, willing and able to work to leave their homelessness behind. While it was never expected that Secure Jobs could eliminate poverty, the Foundation and the state hoped that it could a) help those with the fewest barriers to enter employment, in order to free up housing stabilization resources to support those with more barriers, and b) provide an opportunity to learn about the potential of a service *partnership* to streamline service delivery.

Secure Jobs is, in the words of a housing case manager, a “partnership by design.”^[12] Because housing and employment services are traditionally siloed^[17], providing these services together challenges service providers in addressing multiple service needs of homeless families at the same time. Secure Jobs brings these two service arenas together as part of a *service network*. The partnership between housing and service providers forms the core of the network. Additional community resources support this partnership, including childcare providers, hard skills training programs, and linkage to other employment service providers such as One-Stop Career Centers. State agencies that administer services for homeless families create the larger administrative structure through which this partnership can operate.

Achieving systems change is not easy. It requires willingness from all stakeholder parties, and a champion at the helm to guide the process. The Fireman Foundation served as that champion, convening program partners regularly to share learning and improve communication. And the Foundation built in this evaluation to document what was learned throughout the implementation process and about participants' housing *and* employment outcomes. Although a pilot, Secure Jobs has the potential to inform the larger field of employment and family homelessness through these evaluation reports.

Figure 1: The Secure Jobs Service Network, a Partnership by Design



Background

As housing and employment services are traditionally siloed, homeless families receiving emergency housing supports – either in congregate housing or with time-limited rent subsidies – often do not receive employment services with case management. What these families mostly need are specialized services to help them to overcome barriers to employment so that they can make ends meet once their housing subsidy ends.

Research shows that the majority of homeless people want to work, but that employment services are not accessible to them.^[14] Specifically, homeless people are often underserved by traditional Career Center services.^[17] And, because homeless people are considered hard to employ, Career Centers, which are funded according to performance-based measures, have had little incentive to dedicate their limited resources to this population.^[17] Therefore, high rates of unemployment persist among homeless individuals and families.^[10]

Studies have shown that integrating housing and employment services can have very positive effects for homeless *individuals*. Specifically, studies on a number of government and privately funded programs which provide integrated housing and employment services for homeless *individuals* indicate positive results.^[7; 9; 10; 11; 13; 15; 16; 17; 19] While considerably less research exists on employment programs for homeless *families*, studies do show that integrated service delivery is recommended for this population as well.^[10; 17] Notably, in a review of three sites implementing bundled, integrated services, participants were three to four times more likely to achieve a major economic outcome, such as gaining employment, than those receiving only one kind of service.^[3]

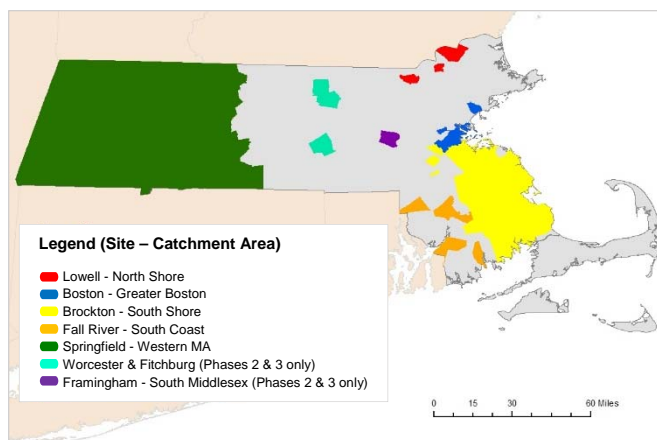
To address the lack of access to employment services, the Fireman Foundation designed the Secure Jobs Initiative with input from seven of the state's Interagency Council on Homelessness and Housing (ICHH) Regional Networks to End Homelessness on how best to move homeless families in the HomeBASE program towards self-sufficiency. The input that the Foundation received confirmed the need for employment services targeted specifically for homeless families, and for communication between housing and employment service providers to offer streamlined service delivery.

The first Phase of Secure Jobs launched in January 2013. Shortly after the pilot launched, two sites were added to the original three. Ultimately, although originally envisioned as a pilot to serve 300 people in three regions of the state for one year, Secure Jobs quickly grew to seven regions (see Figure 2) over three years.

In May 2014, leadership transitioned to the Department of Housing and Community Development (DCHD) and Phase 2 launched. The key changes in Phase Two were:

- DHCD expanded eligibility to homeless families living in shelters, motels and scattered site units, diverted from shelter through services at the front door,^{iv} and to families who receive Massachusetts' Residential Assistance for Families in

Figure 2: The Seven Secure Jobs Service Regions



^{iv} For more information on front door diversion, see National Alliance to End Homelessness. (2011). Closing the Front Door: Creating a Successful Diversion Program for Homeless Families. Retrieved from National Alliance to End Homelessness Center for Capacity Building website: <http://www.endhomelessness.org/library/entry/closing-the-front-door-creating-a-successful-diversion-program-for-homeless>.

- Transition (RAFT), because current programming for these families offers little employment support
- Two additional Secure Jobs sites were added (one of which operates in two locations)

Phase 3, the final phase of the pilot period, ran from July 1, 2015 until June 30, 2016, and resembled Phase 2 in program practice.

The seven sites vary considerably in size, population, cost of housing and local labor market conditions. This variation contributed significantly to differences in outcomes and complicated the evaluation process (see Table 1 for details on the seven regions).

Table 1: The Seven Secure Jobs Regions

Region	Description
North Shore	About 30 miles northwest of Boston, this region surrounds Lowell and Lawrence, two old industrial cities. Manufacturing and healthcare dominate the economy currently.
South Shore	Healthcare employers dominate this suburban region about 25 miles south of Boston. The economy is stronger here than in other Secure Jobs regions, and housing prices are high. A large and active community college serves the area.
Western Mass	The largest of the seven regions and encompassing four counties, this area is largely rural. The major cities, Springfield, Holyoke and Pittsfield, feature some manufacturing industries. Several renowned colleges are also located here.
South Coast	Just over 50 miles south of Boston and close to the Rhode Island border, this region has an old industrial history.
Greater Boston	Greater Boston is densely populated and features good public transportation, a strong economy with many and diverse employers, and high housing prices.
Southern Middlesex	A suburb about twenty miles west of Boston, this region includes a mix of very wealthy and very low-income communities, and strong immigrant communities.
Worcester/Fitchburg	This region, about 50 miles west of Boston, is accessible to Boston via commuter rail. Worcester is the second-largest city in Massachusetts and features several well-known colleges and universities.

Enrollment varied widely between sites and phases. For example, in Phase 1, the South Shore region saw the highest enrollment, whereas in Phase 2, the North Shore’s enrollment boosted considerably, and in Phase 3, Western Massachusetts saw a rise in enrollment. These variations are due to changes in recruitment methods, changes in organizational practice, and availability of supplemental funds from other regional sources (see Figure 12 in Appendix D for enrollment numbers across sites).

The Evaluation

IASP tracked the implementation of Secure Jobs from its inception in 2013, and documented the implementation process in multiple reports and briefs since October 2013, responding to the following two sets of research questions:

1. Process: What are the components in each of the new regional projects, and how do they differ across projects? How is each project being implemented in its respective region? What level and types of support/training are needed to improve employment outcomes for participants? Are there differences between the regional projects?
2. Outcomes: What are the impacts and income growth outcomes for project participants?

This report focuses mostly on the second set of questions related to participant outcomes. The first set of process-focused questions have been addressed in a previous set of reports and briefs. In these reports, we documented the implementation of Secure Jobs in Phase 1, changes in the model in Phases 2 and 3, intermediate outcomes, and we focused specifically on the partnership model, skill trainings, and job readiness in our shorter research briefs. This work can be accessed at <https://iasp.brandeis.edu/research/housing/securejobs.html>

Below we provide a brief summary of major findings and recommendations stemming from the reports and research briefs completed to date.

Key findings from the implementation process:

- **Strong and consistent leadership.** A champion for the model, the Fireman Foundation, who promoted monthly check-ins with stakeholders and quarterly meetings was essential in strengthening the Initiative, promoting cross-site learning, and representing Secure Jobs' public face.
- **The partnership model.** Secure Jobs was designed as a partnership at every level, from frontline service workers up to state administrative agencies. Partnership at the frontline proved to be particularly effective: frontline workers integrated regular communication and collaborative practices into their everyday routines, and this improved service delivery. At the state level, integrating cross-agency communication proved more challenging.
- **Ready, willing and able.** Secure Jobs was designed to serve those most "ready, willing and able" to work, in order to free up scarce service resources for those who face the most barriers to housing stability. A key part of the program design was for housing case managers to identify those most ready, willing, and able and refer them to Secure Jobs. This identification process, however, was not as simple as it seemed. Often those who seemed most employable – with a high school diploma and childcare in place, for example – would not show up for their intake appointments, while those who seemed to face more challenges were eager to join and followed through consistently. Providers found that there are no real indicators of "ready, willing and able" and their most effective practice was to cast a wide net and serve those who continued to show up for services.
- **Flexible funds.** The Secure Jobs grant included a source of flexible funds to meet small expenses as they came up. This flexible resource proved to be invaluable in covering expenses that restricted grant funds generally do not cover, such as the cost of a licensing exam or steel-toed boots required for some jobs, but that can come between a low-income parent and work.

Secure Jobs is a partnership by design, not just a service or program we've heard about and are referring people to. ... It's easier to refer people when you know you can follow up in the next meeting. ... In other programs we feel like we send a referral into the abyss and just hope for the best.

-Housing Services Provider

Key changes in implementation over the pilot period:

- **Vocationalize shelter.** In Phase 2, Secure Jobs partners began to bring employment services to shelters, so families could begin the process of planning for their futures while they were still in temporary housing.
- **Changed job readiness format.** Secure Jobs sites varied the format and location in which they delivered job readiness training, from one-on-one to a cohort model, and both in-house and at the local Career Center. Ultimately, the cohort model at the Career Center, with a curriculum designed specifically for the Secure Jobs population, proved most comprehensive, although its cost was at times prohibitive.
- **Cohort skills training.** In order to ease the stress of entering hard skills training, several sites partnered with local community colleges or vocational high schools to develop training courses just for Secure Jobs participants. The peer support and the instructor's understanding of the specific challenges that Secure Jobs participants face made these programs accessible to Secure Jobs participants.
- **Addition of ESOL cohort.** In response to the demand for Secure Jobs among participants whose English was not sufficient for program participation, sites added an ESOL course that focused specifically on vocational English to prepare limited English speakers for the workforce.
- **Raising awareness and advocacy.** All Secure Jobs sites increased their work with local and state legislators to raise awareness of the initiative in order to secure funding to continue its operation. The advocacy efforts spanned two very different state administrations. A coordinated advocacy effort led to a line item in the state budget specifically for Secure Jobs.

We try to use the training for people who don't have the education or a credential, and that's what they need to get employment.

–Secure Jobs Site Coordinator

Key challenges to implementation:

- **Recruitment.** Finding participants ready, willing and able to work and to commit to Secure Jobs proved to be an ongoing challenge. Sites shifted from asking housing case managers to screen participants to a strategy of casting a wide net and enrolling those who showed up consistently. Sites also experimented with group information and referral sessions, and with practices such as housing workers walking prospective participants over to the employment specialist in person to make the referral. No one practice proved more effective than others, nor did one population (e.g., shelter or RAFT) prove more promising than others.
- **Timing.** Secure Jobs was initially conceived for participants in the HomeBASE short-term rental support program (HomeBASE Rental Assistance or Housing Assistance). However, the majority of HomeBASE Rental Assistance recipients received their rental support beginning in the fall of 2011, and Secure Jobs did not start until January 2013 at the earliest. This lag meant that HomeBASE

Beginning Secure Jobs when families had only a few months of HomeBASE support left made it difficult for families to engage fully in job search activities because they were focused on possibly losing their housing.

Rental Assistance recipients faced the end of their rental assistance only a few months into Secure Jobs. While many were ultimately able to secure extensions to their HomeBASE assistance, the anxiety of losing their housing compromised their ability to participate in job readiness and search activities significantly. Most notably, at the end of FY13, families in HomeBASE Rental Assistance and participating in Secure Jobs were

told that they may be able to transition to HomeBASE Housing Assistance, but the approval did not

come for this transition until several weeks into FY14. As a result, several families got caught in this gap and had to return to shelter when their HomeBASE ended.

- **Child care vouchers.** Access to affordable, reliable, and quality child care is essential for parents to work and remain employed. Child care vouchers were especially difficult to get for families not on TAFDC. In addition, child care that conforms to non-traditional hours was necessary for some parents to continue their employment. However, such child care is rare.

They try to secure where your kids are first [i.e. child care]. And that took forever because you know we have to wait on those vouchers.

-Secure Jobs Participant

- **Transportation.** Most Secure Jobs participants have to rely on public transportation to get to work and their children's child care locations. Public transportation schedules, however, often do not meet these transportation needs, and a number of Secure Jobs families had to quit their work due to lack of transportation. Secure Jobs sites have experimented with a number of solutions, including operating their own transportation services, using flexible funds for cab or Uber/Lyft vouchers, and exploring partnerships with credit institutions to promote access to a used car.
- **Data collection.** While burdensome to collect, consistent and high quality data are needed to demonstrate the success of Secure Jobs and areas for programmatic and policy improvement. High quality data can only be collected if data collection is integrated in the daily practice of providing services, and data are being used regularly to inform service providers about participant outcomes. It is important to underscore that collecting quality data requires resources that should be set aside for this purpose.
- **Uncertain funding.** The initial Secure Jobs grant was for one year, and when that year approached its end, it was unclear whether the initiative would be re-funded and if so, at what level. Sites had to plan for the initiative to end and, in some cases, let staff go, in preparation for the possibility of no funding. This process repeated at the ends of Phases 2 and 3, when the state's budget negotiation process left it unclear if and at what level Secure Jobs would be re-funded. The uncertainty in continued funding was extremely disruptive, caused the loss of essential staff, and caused internal rearrangement, for example moving a job readiness cohort class out of the Career Center and back to the Secure Jobs lead agency to avoid incurring the extra cost of the contract with the Career Center.
- **Low wages and the high cost of housing.** The high cost of housing in Massachusetts and low wages in most entry-level jobs make it extremely difficult for families to achieve self-sufficiency without government supports, even when working full-time. With employment, Secure Jobs families were able to make ends meet with a housing and/or childcare subsidy. Research shows that a single parent with two children needs to make over \$30 an hour to sustain her family without government subsidies.^[6]

Making it Work

There's one couple where the dad got two jobs, the mom went to a job skills training and worked one job. Now she is employed full-time. So together between the two of them they have three full-time jobs and they are able to remain stably housed without any state or federal program. But that's rare.

-Secure Jobs Site Coordinator

The Participants Who Enrolled in Secure Jobs

A total of 1,926 people enrolled in Secure Jobs during the pilot period, from January 2013 through June 2016. The pilot was divided into three phases:

- **Phase 1** (January 2013 through April 2014) enrolled participants only from the HomeBASE short-term rental assistance program, and 668 people enrolled.
- In **Phase 2** (May 2014 through June 2015), eligibility expanded to shelters, motels, scattered site units and RAFT recipients, and two regions were added; 670 people enrolled.
- **Phase 3** (July 2015 through June 2016) continued enrolling from the same pools, and 588 people enrolled.

Secure Jobs participants are mostly young, single women of color with around two young children (see Figure 13 in Appendix D for more details). Homeless families in Massachusetts are most often headed by young White women with young children;^[18] compared to the entire Massachusetts homeless family population, Secure Jobs participants are more likely to be non-White, non-Hispanic and headed by a male. Almost all participants remained engaged in the program for the full program period; only seven percent dropped out. Dropouts resemble those who stayed in the program on all characteristics except they are more likely to be single and White.

Enrolled participants range in age from 19 to 56 and are on average 32 years old (median 30). The level of education among this population is higher than that of homeless families in general:^[5] over three-quarters (76%) have a high school diploma or equivalent. Given the emphasis on recruiting those most employable, this high level of education is not surprising. The vast majority (79%) also have some employment history, and one in seven (14%) were employed at program entry.

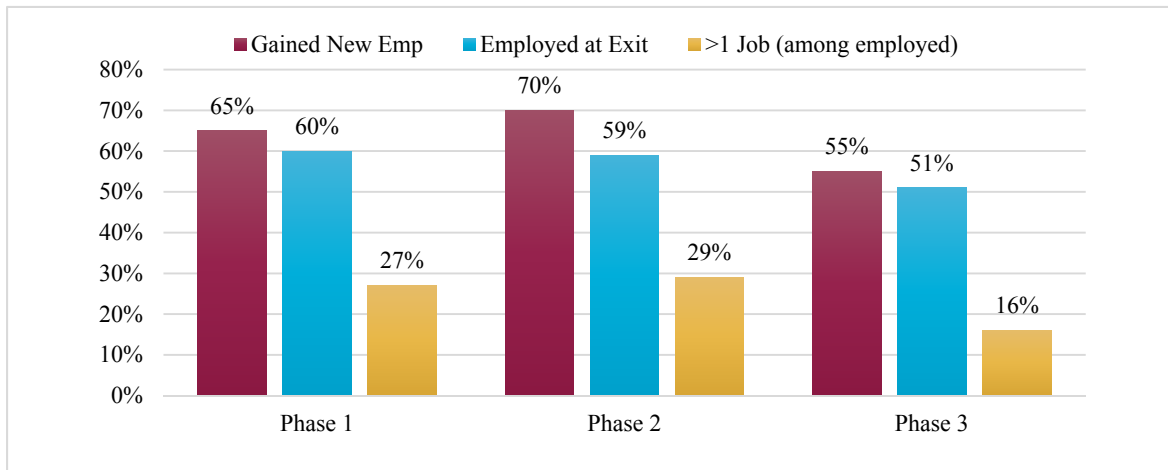
As enrollment changed across Phases, so did participant demographics. With the inclusion of participants from shelter, motel, scattered site and RAFT, the population became somewhat less employable according to characteristics of employability detailed in previous literature:^[1;2] The percentage of non-White participants increased, the level of education dropped and the number with jobs at entry dropped. However, the percentage of men increased as did the percentage of those who are married or partnered and those who worked prior to entry.

Secure Jobs Participants' Employment Outcomes

With the stakes set high by the Fireman Foundation, two-thirds of Secure Jobs participants were employed, not quite reaching the 80% benchmark set by the Foundation, however reaching higher employment levels than similar employment initiatives that report substantially lower employment rates (roughly between 40 and 60%). The employment rate varied a little across Phases, with **Phase 2** showing the highest level of employment (70%). Employment attainment was lowest in **Phase 3**, most likely because of the shorter period of data collection after its end.

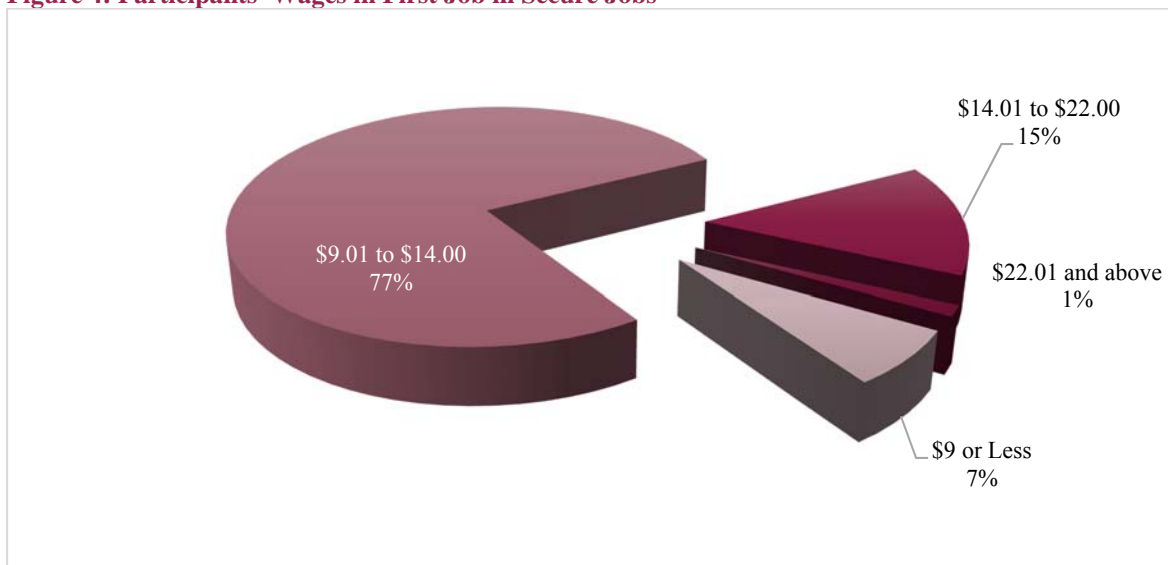
A quarter of those who found work (25%) went onto a second job while participating in Secure Jobs. This number also varied across Phases, and **Phase 3** shows a lower rate of second employment again because of the shorter period of data collection (see Figure 3).

Figure 3: Employment Attainment in Secure Jobs^v



First jobs in Secure Jobs tended to be low-wage but over half of employed participants (56%) were able to work full-time (32 hours per week or more). On average, participants earned a little more than \$11 per hour in their first jobs (see Figure 4). First jobs in the \$9 to \$14 per hour range were most often healthcare support jobs (20%), sales (21%) and food service (14%).

Figure 4: Participants' Wages in First Job in Secure Jobs^{vi}



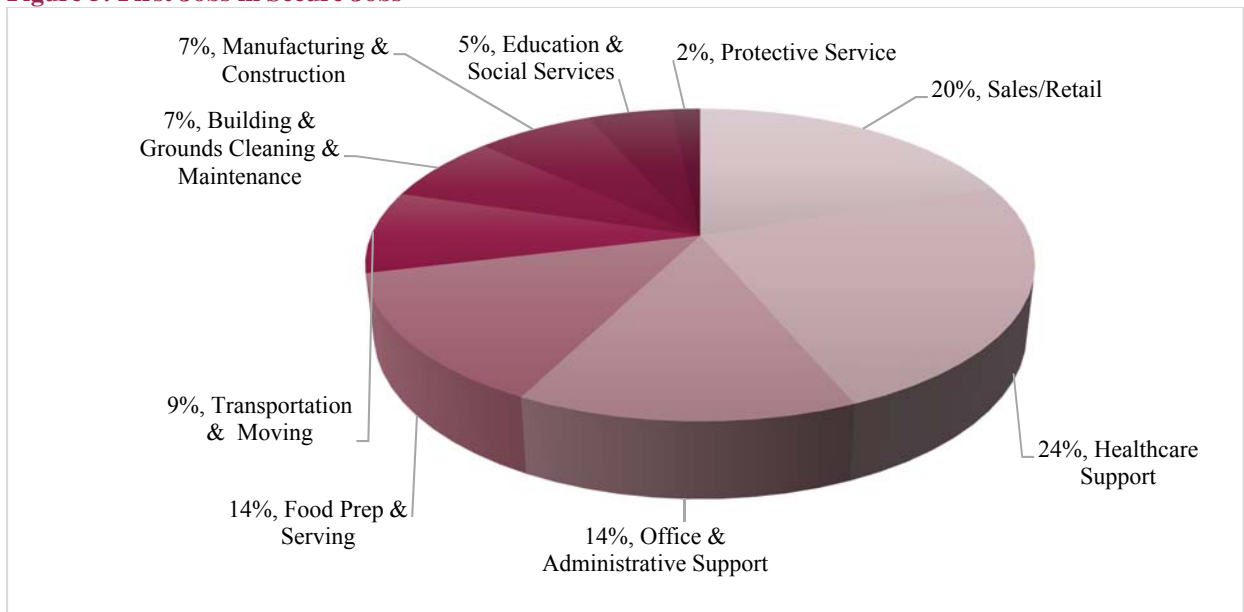
^v Only partial data for Phase 3 because not all participants have full enrollment or retention period data

^{vi} 47% of jobs were obtained prior to the Massachusetts increase in minimum wage to \$9, another 33% were obtained prior to the minimum wage increase to \$10.

About one in four new jobs (24%) in Secure Jobs were in healthcare support fields and another fifth (20%) were in retail sales. Healthcare support jobs include Certified Nursing Assistant (CNA), Home Health Aide (HHA) and Personal Care Assistant (PCA). These jobs can require one to two months of training, and some employers require that employees have passed a state certification test. Healthcare support jobs are considered good gateway jobs to a career ladder that can lead to self-sufficiency, though advancing past the entry level can prove to be challenging, as other studies have documented.^[8; 20; 21]

Other common fields were administrative and food preparation and serving. About one in five were in typically male-dominated fields including transportation/warehouse (9%), manufacturing and construction (7%), and security (2%). Men were significantly more likely to enter male-dominated fields: Although men make up only 19% of the Secure Jobs employed population, they make up 45% of the population employed in male-dominated fields.

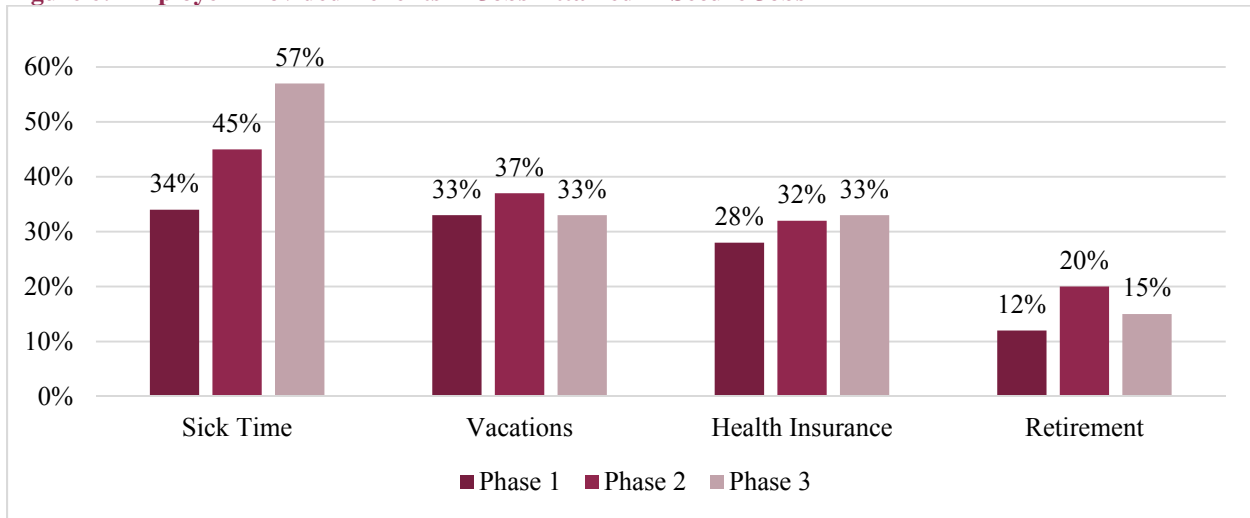
Figure 5: First Jobs in Secure Jobs



For all who lost their jobs, regardless of whether they went on to another job or not, the most common reasons for terminating jobs were being terminated or quitting (30%), barriers to employment, such as lack of childcare or transportation (16%) and being laid off (15%). Of those whose first job in Secure Jobs ended for any of these or other reasons, 61% went onto another job.

Overall, about one in three jobs attained during Secure Jobs participation came with employer-provided benefits **in Phase 1, and about half in Phase 3**. The type of benefits provided varied considerably, with sick time the most common (on July 1, 2015 Massachusetts enacted the Earned Sick Time Law, requiring employers of 11 more employees to provide paid sick leave) and retirement the least common employer-provided benefit (see Figure 6).

Figure 6: Employer-Provided Benefits in Jobs Attained in Secure Jobs



Wages increased incrementally from one job to the next, with participants from all three Phases earning on average \$11.58 in their *last* jobs in Secure Jobs, significantly more than in their first Secure Jobs jobs. The number of hours worked did not change across jobs. In final jobs in Secure Jobs, still just over half worked full-time (32 hours or more). However, participants in their second jobs tended to move out of jobs in the minimum-wage category (food service, retail sales) and into jobs in the \$9 to \$14 range (healthcare support, office administration, transportation and material moving). And the proportion of participants working in production occupations – among the highest paid – doubled in second jobs.

Figure 7: Average Wage between Jobs



Participants who went on to further jobs were those who saw little wage growth in their first jobs over jobs held prior to Secure Jobs and those who spent less time looking for a job. This finding suggests that taking longer to find the right job can pay off in terms of higher wages. Last jobs in Secure Jobs were more likely to be in health care or transportation, whereas work in food service dropped slightly. These changes, though small, reflect movement toward jobs with higher wages and more growth opportunities.

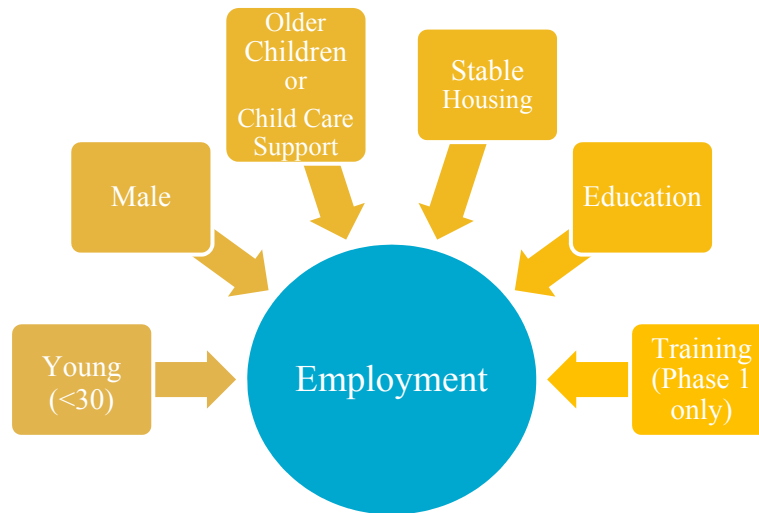
To better understand what factors contributed to employment, we conducted multivariate statistical analysis^{vii} that allows us to test simultaneously several factors that might affect participants’ ability to get a job and at the same time to highlight the most important correlates or barriers to gaining employment. This analysis reveals that factors critical to gaining employment in Secure Jobs were related to work supports: having access to child care and stable housing (HomeBASE, MRVP, Section 8 or market rate apartment) all increased the likelihood of entering employment (Figure 8). In addition, families with children under the age of 5 were less likely to find

Having a **childcare voucher** and **stable housing** significantly increase the odds of getting a job while in Secure Jobs.

^{vii} Logistic regression with employment entry as the dependent variable; covariates include demographics related to employment, Secure Jobs site and phase, housing type, and work supports – see Table 5 in the Appendix for more details.

employment. In **Phase 1**, having entered a training program also increased the likelihood of getting a job, and those already employed at Secure Jobs entry were less likely to gain new employment.

Figure 8: Factors Related to Gaining Employment in Secure Jobs



Rental Vouchers and Employment

Using a lottery process to distribute 75 housing vouchers randomly among Secure Jobs participants allows us to apply quasi-experimental research methods to investigate the impact of housing voucher receipt on employment in the short-term. Towards the end of Phase 1, 75 Massachusetts Rental Housing vouchers (MRVPs) were distributed among the 5 sites based on a lottery system. Each site submitted a list of candidates fully engaged with Secure Jobs. Voucher recipients were then randomly selected from these lists. The analysis is based on 55 recipients who used the vouchers to move into housing.

Lottery recipients differed little from other Secure Jobs participants. Most notably, they were more likely to be African American and Hispanic, and had significantly higher levels of education than those who did not receive a voucher through the lottery. There is also some evidence that those who received a voucher through the lottery were more likely to have had an MRVP voucher in the past.

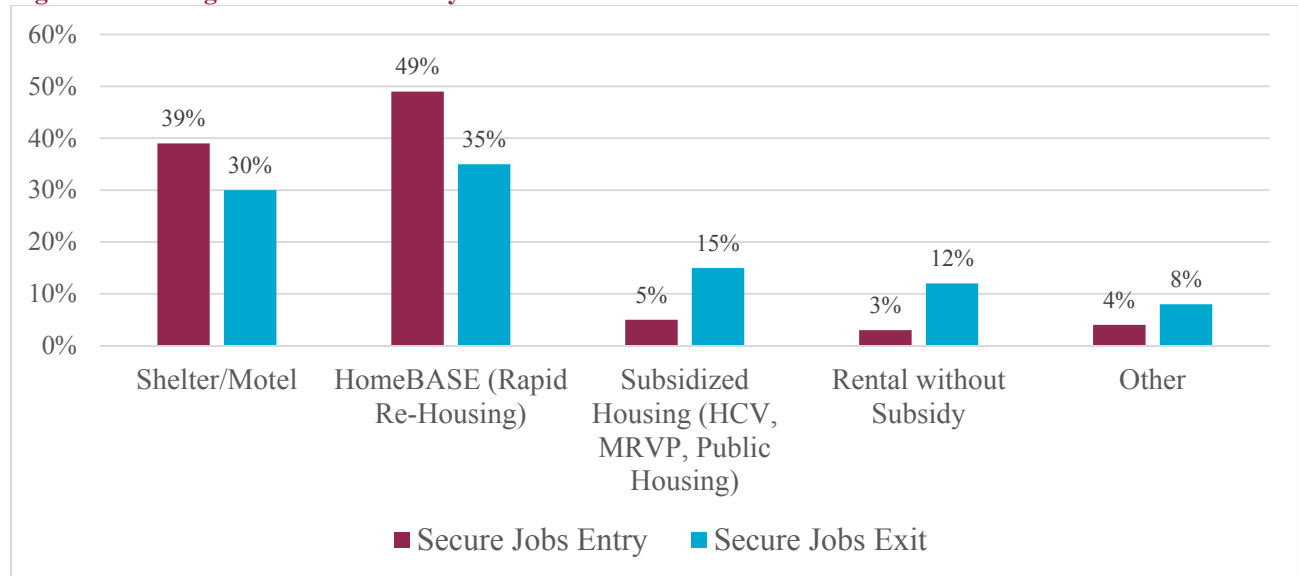
We find no evidence that receipt of an MRVP while participating in Secure Jobs negatively impacted employment outcomes. There were no statistically significant differences between the two groups in hours of employment or wage. However, a significantly higher percentage of families who accessed an MRVP through the lottery gained and remained employed, 71% versus 63% of families not in the lottery pool (see Table 6 in Appendix D). The higher employment retention rate may be partially explained by the requirement of being fully engaged with Secure Jobs to be eligible for the voucher lottery.

Housing at Entry, Exit, and Beyond

Secure Jobs recruited participants from a number of different housing programs, with most recruited from shelter or the Massachusetts rapid re-housing program (HomeBASE). After exclusively recruiting from HomeBASE in **Phase 1**, more than half of the participants in **Phases 2 and 3** were recruited from shelter (see Tables 3 and 4 in the Appendix D for more details). Recruitment of participants receiving HomeBASE household assistance (which was increased from \$4,000 in 2013 to \$8,000 in 2016) was close to equal in Phases 2 and 3, at around one-fifth of all participants.

Data on last recorded housing situation for participants in all three phases show a notable decrease in the proportion of participants in shelter or HomeBASE, and close to 30% living in their own apartments, either subsidized or market rent (see Figure **Error! Reference source not found.** 9). Overall proportions of those in Shelter decreased from 39% to 30%, and for those supported by HomeBASE from close to half to 35%. Secure Jobs participants in subsidized housing increased from 5% to 15%, and those renting without a subsidy increased from 3% to 12%. It is not surprising to find that families renting without subsidy have higher earnings, \$12 per hour on average, with highest earnings in this group up to \$24 per hour.

Figure 9: Housing at Secure Jobs Entry and Exit*



*Combined Secure Jobs participant and DHCD administrative data

Longer-term Housing Outcomes

With no data on housing outcomes after Secure Jobs exit, the only longitudinal housing-related data available for analysis are those on shelter entry collected in the DHCD administrative data base, with the longest follow-up period for **Phase 1** participants. Based on these data, 18%^{viii} of all Phase 1 participants entered/returned to shelter within 30 months of their Secure Jobs start date. However, those who gained and retained employment were significantly less likely to enter shelter. Just 15% among the employed experienced homelessness after Secure Jobs entry, compared to 24% for those who were not able to find employment. Families with no employment had the same shelter entry rate as a HomeBASE comparison group not enrolled in Secure Jobs during **Phase 1** (Figure 10).

The same trend was true for **Phase 2**, however, due to the much shorter follow-up period post Secure Jobs entry of just 16 months, the shelter entry rates are much lower. Overall just 7% entered/re-entered shelter post-Secure Jobs enrollment in **Phase 2**. Even then, a significantly smaller proportion of those employed entered shelter: 4% versus 11% for those not employed (Figure 11).

^{viii} Excluding those who only briefly returned to shelter during Secure Jobs

Figure 10: New Shelter Episodes during and after Secure Jobs (up to 30 months after entry, Phase 1 only)

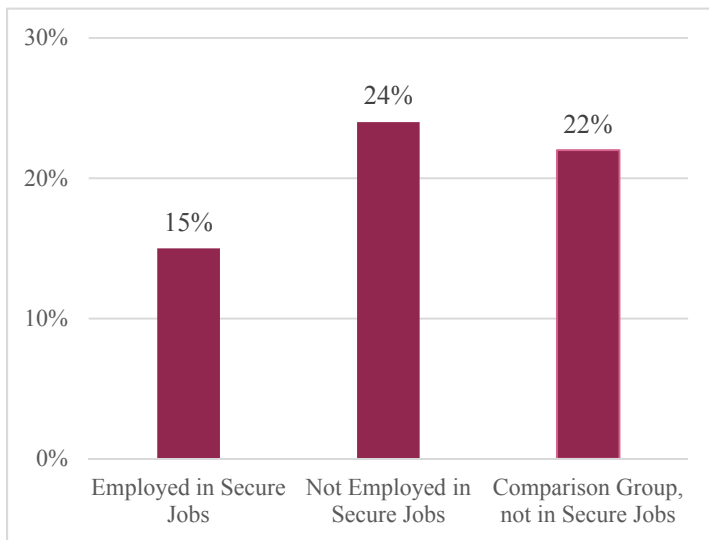
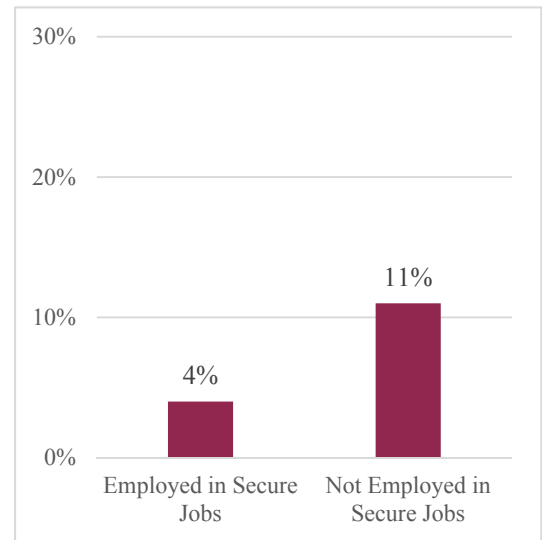


Figure 11: New Shelter Episodes during and after Secure Jobs (up to 16 months after entry, Phase 2 only)



Who is more likely to NOT enter shelter 30 months after Secure Jobs Enrollment (Phase 1 only)?

Secure Jobs participants who

- Are age 30 and above
- Have higher education (some college or more)
- Have no more than 1 or 2 children
- Have children age 6 or above
- Enrolled either in Western Massachusetts or the South Coast

To test which factors contributed to reducing the likelihood of shelter entry after enrollment in Secure Jobs, we conducted multivariate regression analysis, as we did for employment outcomes (see Table 7 in Appendix D for more details).^{ix} We find that in addition to maintaining employment reducing the likelihood of entering shelter during the 30 months post Secure Jobs enrollment, older household heads and those with higher educational attainment (some college or college degree) were less likely to enter shelter. Further, family size and the ages of children matter. Families with three or more children and families with children under the age of six are more likely to enter shelter. Finally, there is some variation among the five Secure Jobs regions of Phase 1 with Western Massachusetts and the South Coast reporting the lowest shelter entry rates 30 months post Secure Jobs enrollment.

^{ix} Logistic regression with shelter entry post Secure Jobs entry as the dependent variable; covariates include demographics, employment, Secure Jobs site and phase.

Shelter Entry among the Employed

Employment did not protect all from entering shelter. To better understand who among the employed were more likely to enter shelter during the 30 months post Secure Jobs enrollment, we conducted additional analyses for those who gained and retained employment through Secure Jobs (see Table 8 in Appendix D for more details). These analyses show that higher wages (even just above minimum wage) had a positive effect, reducing the odds of shelter entry. On the contrary, whether participants attained full or part-time jobs did not affect their likelihood of entering shelter.

Who is more likely to NOT enter shelter 30 months after Attaining Employment in Secure Jobs (Phase 1 only)?

Secure Jobs participants who

- Are men
- Have higher wages
- Higher education (some college or more)
- Have no more than 2 children

Other significant correlates of shelter entry among participants who found employment during their enrollment in Secure Jobs were education level (having college education decreased the likelihood of return to shelter), and families with 3 or more children were more likely to enter shelter among employed Secure Jobs participants. Finally,

there is some variation among the five Secure Jobs regions of Phase 1 with Boston and Western Massachusetts reporting the lowest shelter entry rates for the employed.

Summary of Employment and Housing Outcomes

These analyses on employment and housing underscore a number of participant characteristics and programmatic interventions that are related to improved outcomes.

- First, employment and higher wages are important in lowering the probability of homelessness after Secure Jobs entry.
- Second, larger families, and to some extent, families with younger children consistently face barriers to employment and housing stability, and the receipt of child care vouchers enables families to gain employment.
- Third, those with higher educational attainment have higher chances of employment and housing stability, regardless of the other family characteristics tested in our statistical models.
- Fourth, skills training has some impact on better employment outcomes, especially for Phase 1 participants, and for participants with little or no work history
- Lastly, those with more stable housing prior to employment are more likely to gain employment, showing the positive impact that stable housing can have on getting and remaining employed. In turn, employment leads to longer-term housing stability.

Secure Jobs – A Path towards Economic Self-Sufficiency

Mary enrolled in Secure Jobs during Phase 2 and accessed employment, crediting Secure Jobs staff with preparing her for the job interview, helping her to access child care, and sticking with her when she was about to give up finding employment. Two years later she is earning over \$40,000 and she was promoted to the leadership team at her place of employment. She also enrolled in a Bachelor's program at a nearby college with her employer paying her full tuition.

Conclusion and Policy Recommendations

Secure Jobs pilots an integrated approach to housing stabilization, adding in employment and wraparound supports. This evaluation seeks to understand whether or not this model is effective and why. We find that integrating services yields positive participant outcomes. Homeless participants are able to get jobs and keep them, and both getting and maintaining employment have protective effects on their housing stability while they are enrolled in the program. With child care subsidies and housing support, participants are more likely to enter employment. Both staff and participants have positive assessments of the model.^[12]

A number of initiatives across the nation have begun to focus on establishing links to employment for homeless families in aiding them to transition into their own homes. Most of these are more local; only Secure Jobs Connecticut, modeled after Secure Jobs in Massachusetts, also has a statewide reach. While there are many similarities in program components across the national initiatives, Secure Jobs in Massachusetts stands out due to its ambitious employment outcome goals and its high outcome-to-investment ratio, achieving higher levels of employment with fewer resources. In part, this achievement can be explained by the focus on creating new partnerships and not a new program.

Secure Jobs was intended to demonstrate a model for service integration that is applicable to the entire housing stabilization system, not as a program separate from housing stabilization. Without proper coordination at the state level, this important and necessary change to the stabilization model cannot take place. As the Emergency Assistance program faces reprocurement, it is our hope that the Secure Jobs demonstration provides strong evidence for a new stabilization model that integrates employment support and other community resources to generate a service network for all families facing homelessness.

We reiterate the following program and policy recommendations that emerge from this 4-year evaluation:

Programmatic Recommendations

- Strengthen integration of employment services in housing stabilization.
- Improve access to safe, affordable childcare and transportation and flexible funds to support low-income families in their path toward stable housing.
- Improve access to vocational training, and support multiple trainings to allow participants to earn stackable credentials in careers with career pathways.
- Standardize the job readiness curriculum and use a cohort job readiness training model.
- Continue to provide shared learning spaces, such as the quarterly Learning Labs and monthly calls to support learning across the seven regions.
- Continue to collect quality participant-level data to document program impacts beyond those highlighted as successful participants.

Policy Recommendations

- Implement inter-agency collaboration at the state level to facilitate cross-agency collaboration at the frontline, and enter data sharing agreements to document outcomes.
- Include resources for flexible funds in the funding stream for Secure Jobs and housing stabilization.
- Time short-term rental subsidies to coincide with start of employment services and extend housing supports for those who start new employment to reduce shelter entry after accessing employment.
- Restructure public benefits eligibility requirements to ease cliff effects.
- Increase the minimum wage to a living wage level, and increase the Earned Income Tax Credit (EITC) to support working families as they move toward self-sufficiency.
- Increase the stock of affordable housing. Without access to affordable housing, it will be much more difficult for Secure Jobs families to maintain their employment.

References

- ¹Becker, G. S. ([1964] 1975). *Human Capital: A Theoretical Analysis, with Special Reference to Education* (2nd ed.). New York: National Bureau of Economic Research.
- ²Bertrand, M., & Mullainathan, S. (2004). Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination. *American Economic Review*, 94(4), 991-1013. doi:doi: 10.1257/0002828042002561
- ³Center for Working Families. (2010). *An Integrated Approach to Fostering Family Economic Success: How Three Model Sites Are Implementing the Center for Working Families Approach*. Retrieved from <http://www.aecf.org/~media/Pubs/Topics/Economic%20Security/Family%20Economic%20Supports/AnIntegratedApproachtoFosteringFamilyEconomic/Report%201%2012%2009.pdf>
- ⁴Congressional Budget Office. (2015). *Federal Housing Assistance for Low-Income Households*. Retrieved from Washington, DC: <https://www.cbo.gov/publication/50782>
- ⁵Davis, T. H. (2010). *Rapid Re-Housing of Motel-Sheltered Families: MBHP's Preliminary Assessment*. Retrieved from http://www.mbhp.org/HPRP-Report_FINAL_11-02-10.pdf
- ⁶Glasmeier, A. (2016). Living Wage Calculation for Massachusetts. *Living Wage Calculator*. Retrieved from <http://livingwage.mit.edu/states/25>
- ⁷Goetz, K. W., & Schmiede, C. J. (1996). From Marginalized to Mainstreamed: The HEART Project Empowers the Homeless. *Family Relations*, 45(4), 375-379. doi:10.2307/585166
- ⁸Holzer, H., & Martinson, K. (2006). Can We Improve Job Retention and Advancement among Low-Income Working Parents? *Focus*, 24(2).
- ⁹Long, D., & Amendolia, J. (2003). *Promoting Employment for Homeless People: Final Cost-Effectiveness Study*. Retrieved from Bethesda, MD: <http://documents.csh.org/documents/pubs/NEXTSTEPJOBSFINALREPORT.pdf>
- ¹⁰Long, D., Rio, J., & Rosen, J. (2007). *Employment and Income Supports for Homeless People*. Retrieved from <http://aspe.hhs.gov/hsp/homelessness/symposium07/long/report.pdf>
- ¹¹Marrone, J. (2005). Creating Hope Through Employment for People who are Homeless or in Transitional Housing. *American Journal of Psychiatric Rehabilitation*, 8, 13-35.
- ¹²Meschede, T., Chaganti, S., & Revis, A. (2013). *Secure Jobs, Secure Homes, Secure Families: Process Evaluation of the Massachusetts Secure Jobs Pilot*. Retrieved from Waltham, MA: <http://iasp.brandeis.edu/pdfs/2013/SJP1a.pdf>
- ¹³Parkill, P. (2000). *Vocationalizing the Homefront: Promising Practices in Place-Based Employment*. Retrieved from New York: <http://www2.csh.org/html/voc04-02-01.pdf>
- ¹⁴Rio, J. (2012). You Get What You Try For — Employing People Experiencing Chronic Homelessness: Lessons from the Field. Retrieved from <http://transitionaljobs.wordpress.com/2012/11/13/you-get-what-you-try-for-employing-people-experiencing-chronic-homelessness/>
- ¹⁵Rio, J., Bridges, R., Ware, L., & Martinez, J. (2008). *The Portland Conversations: Ending Chronic Homelessness through Employment and Housing*. Retrieved from New York: <http://documents.csh.org/documents/doclib/CHETA.PortlandConversations.pdf>
- ¹⁶Rio, J., & Russell, D. (1999). Supportive Housing-Based Employment Services. *American Rehabilitation*, 25(1/2), 26.
- ¹⁷Rio, J., & Shaheen, G. (2006). *Linking One-Stop Career Centers and Homeless Assistance Housing Programs*. Retrieved from New York: <http://www.nchv.org/images/uploads/linkonestopshahp.pdf>
- ¹⁸Rog, D. J., Henderson, K., Greer, A., Kulbicki, K., & Weinreb, L. (2017). *The Growing Challenge of Family Homelessness: Homeless Assistance for Families in Massachusetts: Trends in Use FY2008-FY2016*. Retrieved from Boston: http://www.tbf.org/~media/TBFOrg/Files/Reports/Homlessness%20Report_Feb2017R.pdf
- ¹⁹Shaheen, G., & Rio, J. (2007). Recognizing Work as a Priority in Preventing or Ending Homelessness. *Journal of Primary Prevention*, 28(3-4), 341-358. doi:10.1007/s10935-007-0097-5

- ²⁰Stone, R., Wilhelm, J., Bishop, C. E., Bryant, N. S., Hermer, L., & Squillace, M. R. (2016). Predictors of Intent to Leave the Job among Home Health Workers: Analysis of the National Home Health Aide Survey. *The Gerontologist*. doi:10.1093/geront/gnw075
- ²¹Zacker, H. B. (2011). *Creating Career Pathways for Frontline Health Care Workers*. Retrieved from http://www.jff.org/sites/default/files/publications/J2C_CareerPathways_011011.pdf

Appendix A: Secure Jobs Requirements

In September 2012, the Fireman Foundation issued an RFP for two sites to receive grants between \$200,000 and \$400,000 to implement programs focusing on the integration of employment services with housing services.^x Fireman required the following of applicants:

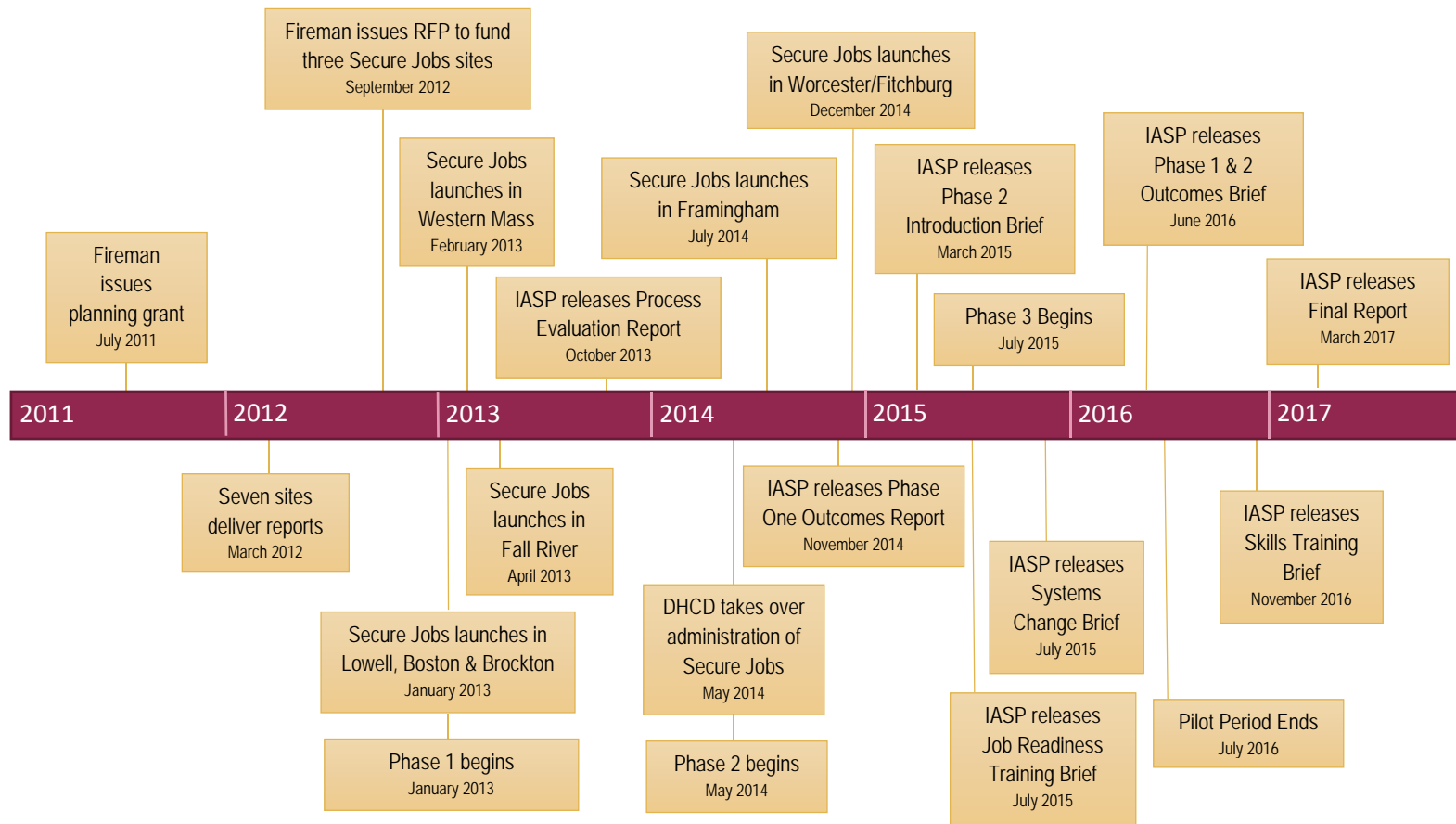
- Accurate assessment of families in HomeBASE (the Massachusetts Rapid Re-Housing program) to identify and enroll those most “ready, willing and able” to work
- Development of individual, strategic employment plans for each family including skills training, if necessary, plus job readiness training, motivational interviewing or other motivational work, and targeted search for jobs with career advancement possibilities
- Assigning families to one of three tracks: job readiness training, skills training, or ready to work
- Case management to address barriers to employment
- Continued support for job retention and advancement up a career ladder
- Signed contracts between staff and participants outlining roles and responsibilities in implementing the employment action plan
- Systems change within service provider agencies to integrate employment and housing services for holistic family support
- Development and regular meeting of an Advisory Committee composed of community partners including service providers, employers, state and local advocates, and Regional Network representative
- Collection of participant level data

The Fireman Foundation set high standards in requiring the following outcomes of grantees:

- 80% of enrolled families enter employment
- 80% of employed families retain employment for one year
- Increased systems coordination between service providers (housing, employment, child care, etc.)

^x Fireman had already agreed to fund a third site, which had committed to offering a unique program model partnering with local vocational high schools to provide skills training; funds for the three sites totaled \$1 million.

Appendix B: Secure Jobs Timeline



Appendix C: Data Sources and Definitions of Outcome Measures

Data Sources: The Institute on Assets and Social Policy (IASP) conducted a mixed-methods evaluation of the 3.5-year Secure Jobs pilot. The research team collected data from multiple sources at many intervals throughout the pilot period. This practice yielded two unique datasets, one qualitative and one quantitative, with rich information about the implementation process and participant outcomes.

Qualitative data sources include

- Annual focus groups with frontline and administrative employment and housing staff (16 focus groups with 104 participants total)
- Interviews with site coordinators (16 interviews)
- Focus groups with participants (11 focus groups with 78 participants total)
- Meeting notes from each site's advisory committee meetings (for those sites who convened advisory committees)
- Meeting notes from monthly convenings (in person quarterly, otherwise by phone) of representatives from both housing and employer provider organizations in all seven regions plus staff from relevant state administrative agencies (housing, TANF, child care) and the Fireman Foundation
- Surveys with open-ended questions on implementation administered monthly to each site's lead agency
- MOUs and other relevant documents

The quantitative dataset on 1,926 participants includes

- Demographics (including number and ages of children)
- Employment prior to entry and every employment while in Secure Jobs (including job titles and employers)
- Housing prior to entry and every housing episode during Secure Jobs
- Matched DHCD data

Definitions

Housing Outcomes

Shelter entries are reported to DHCD from each EA unit. There is sometimes duplication in entries, reporting an EA stay more than once (for example reporting an entry with x start date and x end date, and another one with a different end date, or even slightly different both start date and end date, overlapping periods.). Similarly, when a family is transferred to a different EA location, a new entry is created. For studying housing instability, the DHCD raw data has been transformed from shelter ENTRIES into shelter EPISODES.

- A shelter EPISODE counts all entries as one if they are in succession or overlap. In case of successive entries (e.g. shelter transfers), if the later entry starts within a month of the end of the previous entry, it is considered to be one episode.
- 629 participants (35% of those with DHCD match) have had, at any point (one or more times), consecutive entries (return within a month), with similar level across Phases. This includes overlapping entries and entries immediately consecutive (same day end of one entry as beginning of another, for examples transfers)
- 21 participants (1%) have had return within 1 to 3 months, with similar level across Phases
- 42 participants (2%) have had return within 3 to 12 months, with similar level across Phases

Employment Outcomes

Employment information is reported by each site directly to the Brandeis evaluation team, on a quarterly basis. For each participant, sites report one previous employment position: most recent significant employment or any employment that participants have at program entry. From program start until end of retention period (12 months later), sites report any changes in employment, i.e., new employment, and changes in employment characteristics (change in wages, hours...). For every employment entry, sites provide as much information as possible covering Occupation, Employer, Start and End date (if applicable), hourly wage and hours worked per week, and receipt of sick time, paid vacations, health insurance and retirement benefits.

For employment, two outcomes are primarily used: gain of employment during program, and retention of (new or pre-SJ) employment during the retention period. Employment gain is used as outcome when studying what program and participant characteristics aid or hinder employment. Employment retention is used especially in relation to housing instability (predicting instability due to lack or loss of employment).

Employment retention is measured through the employment record provided by the sites that did not show a job-end date, nor job-end reason of the last recorded job. Overall retention rate is the percent of participants retaining a job over all participants that had a job

Appendix D: Participant Enrollment by Site, Participant Characteristics, Employment and Housing Outcomes

Figure 12: Participant Enrollment

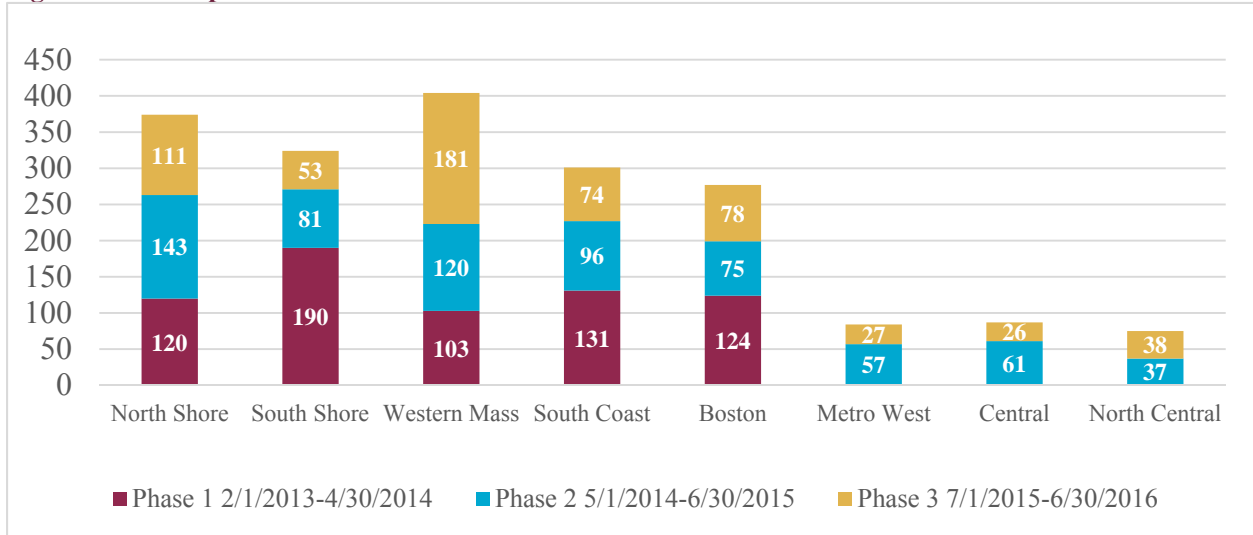


Figure 13: Participant Characteristics

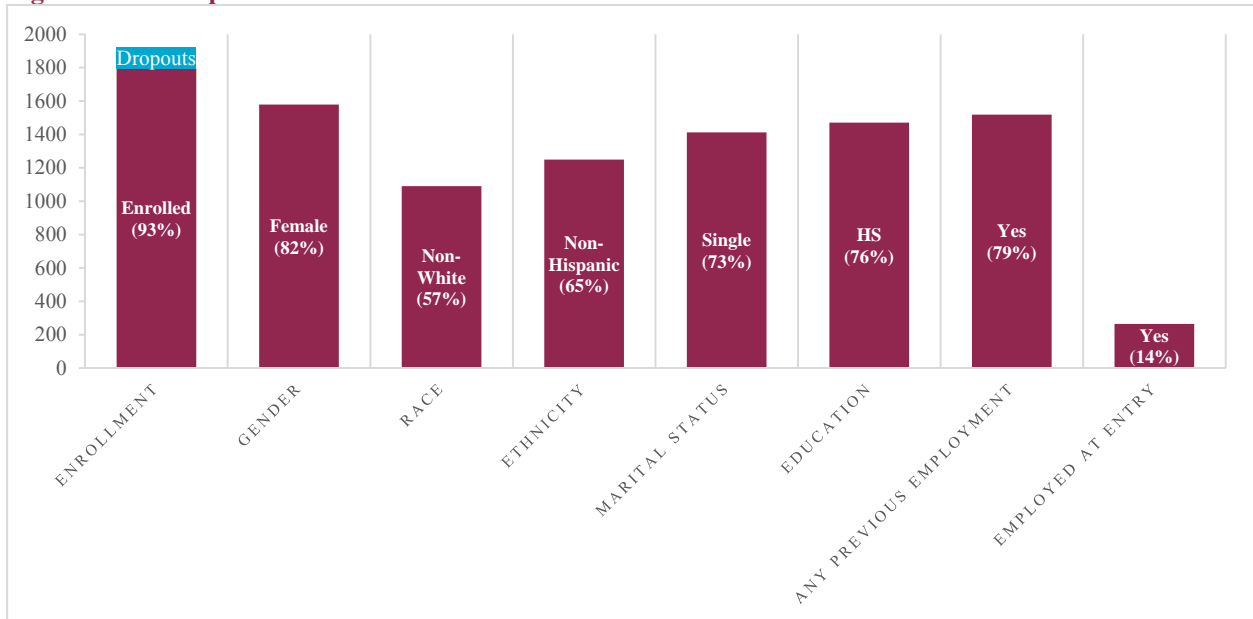


Table 2: Changes in Participant Characteristics between Phases

Participants	Phase 1	Phase 2	Phase 3
Gender: Female	86%	82% ↓	78%
Race: White	49%	42% ↓	35% ↓
Ethnicity: Hispanic	24%	33% ↑	43% ↑
Age: <30 years old	50%	48%	45%
Marital Status: Single	83%	78% ↓	74%
Level of Education: High School/GED	83%	77% ↓	78%
Previous Employment	67%	83% ↑	88%
Employed at entry	15%	16%	11%
Income at EA entry	\$807	\$937 ↑	\$862 ↓
↑ ↓ indicates significant difference between adjacent Phases			
* indicates significant difference between Phases 1 & 3			

Table 3: Housing at Secure Jobs Entry, by Phase*

Housing Program	Phase 1	Phase 2	Phase 3
Shelter/motel		55%	61%
HomeBASE rental	68%	4%	-
HomeBASE household	32%	22%	19%
Subsidized housing (HCV, MRVP, public housing)	0%	7%	5%
Rental without subsidy	0%	4%	6%
Doubled-up	-	1%	4%
RAFT	0%	5%	2%
Other	-	2%	0.30%

* Combined participant and DHCD administrative data

Table 4: Last Documented Housing during Secure Jobs, by Phase*

Housing Program	Phase 1	Phase 2	Phase 3
Shelter/motel	17%	35%	38%
HomeBASE	52%	29%	25%
Subsidized housing (HCV, MRVP, public housing)	3%	3%	5%
Rental without subsidy	12%	12%	12%
Doubled-up	-	2%	5%
RAFT	0.30%	5%	2%
Other (including moved out of state)	1%	2%	1%

Table 5: Factors Contributing to Employment Gain in Secure Jobs (N=1,439)

Correlates	Statistically significant difference?	Results if statistically significant difference														
Gender	Yes	Men are more likely (68% vs 63% of women)														
Age (Under 30)	Yes	Younger more likely (67% vs 61% if older)														
Single YN	No															
Race	No															
Ethnicity	No															
Education level	Yes (p≤0.1)	With college more likely (67% vs 63% without)														
Has kids 0-5	Yes	Has young kids less likely (63% vs 69% without)														
Has Previous Employment	No															
Employed at Entry	Yes	Employed less likely (56% vs 65% if not employed)														
Has Stable Housing																
Market Rate Apt	Yes	Has apt more likely (76% vs 63%)														
HomeBASE	Yes (p≤0.1)	Has HB more likely (67% vs 65% if no HB)														
MRVP or Section 8	Yes	Has subsidy more likely (70% vs 64% if no subsidy)														
Child Care access	Yes	Has access more likely (69% vs 62% if no access)														
Unemployment Insurance	Yes	Has subsidy more likely (64% vs 75% if no subsidy)														
TAFDC	No															
SNAP	No															
SSI/SSDI	Yes	Has SSI/SSDI less likely (53% vs 65% if not SSI/SSDI)														
Training	No	(Significant in Phase 1: More likely, 69% vs 64%)														
Phase	Yes	Phase 1: 65% Phase 2 70% Phase 3 55%														
Secure Jobs Regions	Yes	<table border="1"> <thead> <tr> <th>North Shore</th> <th>South Shore</th> <th>Western Mass</th> <th>South Coast</th> <th>Boston</th> <th>Central</th> <th>North Central</th> </tr> </thead> <tbody> <tr> <td>53%</td> <td>73%</td> <td>59%</td> <td>65%</td> <td>71%</td> <td>60%</td> <td>73%</td> </tr> </tbody> </table>	North Shore	South Shore	Western Mass	South Coast	Boston	Central	North Central	53%	73%	59%	65%	71%	60%	73%
North Shore	South Shore	Western Mass	South Coast	Boston	Central	North Central										
53%	73%	59%	65%	71%	60%	73%										

Table 6: Do Housing Choice Vouchers Deter Participants from Working?

Employment	Use of MRVP (lottery) (N=54)	No MRVP through lottery (N=492)	Any MRVP (N=69)
Attended Vocational Training (SJ)	33%	28%	29%
Employment Outcome	71%	63%*	71%
Hourly Wage	\$11.26	\$11.15	\$11.15
Number of Hours/Week (avg)	31.28	32.31	32.01

Table 7: New entry to Shelter within 30 Months - Relationship with Family Characteristics and Employment Outcomes, Phase 1 Only (N=387)

Correlates	Statistically significant difference?	Results if statistically significant difference
Gender	No	
Age (Under 30)	Yes	Younger more likely (22% vs 14%)
Single YN	No	
Race	No	
Ethnicity	No	
Education level	Yes (p≤0.1)	Without college more likely (20% vs 13%)
N° kids (<3, 3+)	Yes	3+ children, more likely (26% vs 15%)
Has kids 0-5	Yes	22% (has kids 0-5) v 12% (no)
Employed outcome	Yes	14% (employed) vs 24% (not employed)
Has pre-SJ shelter entry	No	With prior entries, more likely (21% vs 14%)
Regions	Yes	Western Massachusetts and South Coast significantly fewer shelter entries

Table 8: New entry to Shelter within 30 Months among Employed Participants - Relationship with Family Characteristics and Employment Outcomes, Phase 1 Only

Correlates	Statistically significant difference?	Results if statistically significant difference
Gender	No	
Age (Under 30)	No	
SingleYN	No	
Race	No	
Ethnicity	No	
Education level	Yes	Without college more likely (17% vs 8%)
N° kids (<3, 3+)	Yes	3+ children, more likely (21% vs 13%)
Has kids 0-5*	Yes (p≤0.1)	18% (has kids 0-5) v 10% (no)
Last employment wage	Yes	Up to \$9 / hour – 24% \$9 - \$14 / hour – 13% \$14 - \$22 / hour – 7%
Has pre-SJ shelter entry	No	
Regions	Yes	Boston and Western Massachusetts significantly fewer shelter entries

* has kids 0-5 was not used in the final model because of sample restrictions (too many non-random missing values), thus n° of kids was the proxy measure (becoming significant in the model).

*Single YN was also not used in the final model because of sample restrictions.