



AUGUST 21-23, 2018 • CLEVELAND, OHIO

Building Futures

Providing Sustainable Career Pathways for
Residents



The Building Futures Initiative:

Bridging residents from opportunities to self-sufficiency

Promoting Economic Opportunity

- First strategic objective in HUD's Strategic Plan
- Strategies include evaluating existing self-sufficiency programs and strengthening the effectiveness of Section 3 requirements
- Metrics: families leaving assistance due to increased income, participation in economic development programs

Existing Comprehensive Models

- Two existing HUD programs—**Jobs Plus** and **Family Self Sufficiency**—provide funding for PHAs to provide comprehensive support, including case management/mentoring and monetary incentives for program participation
- Both have proven effective; e.g., increasing participants' household income by 16 and 68 percent, respectively



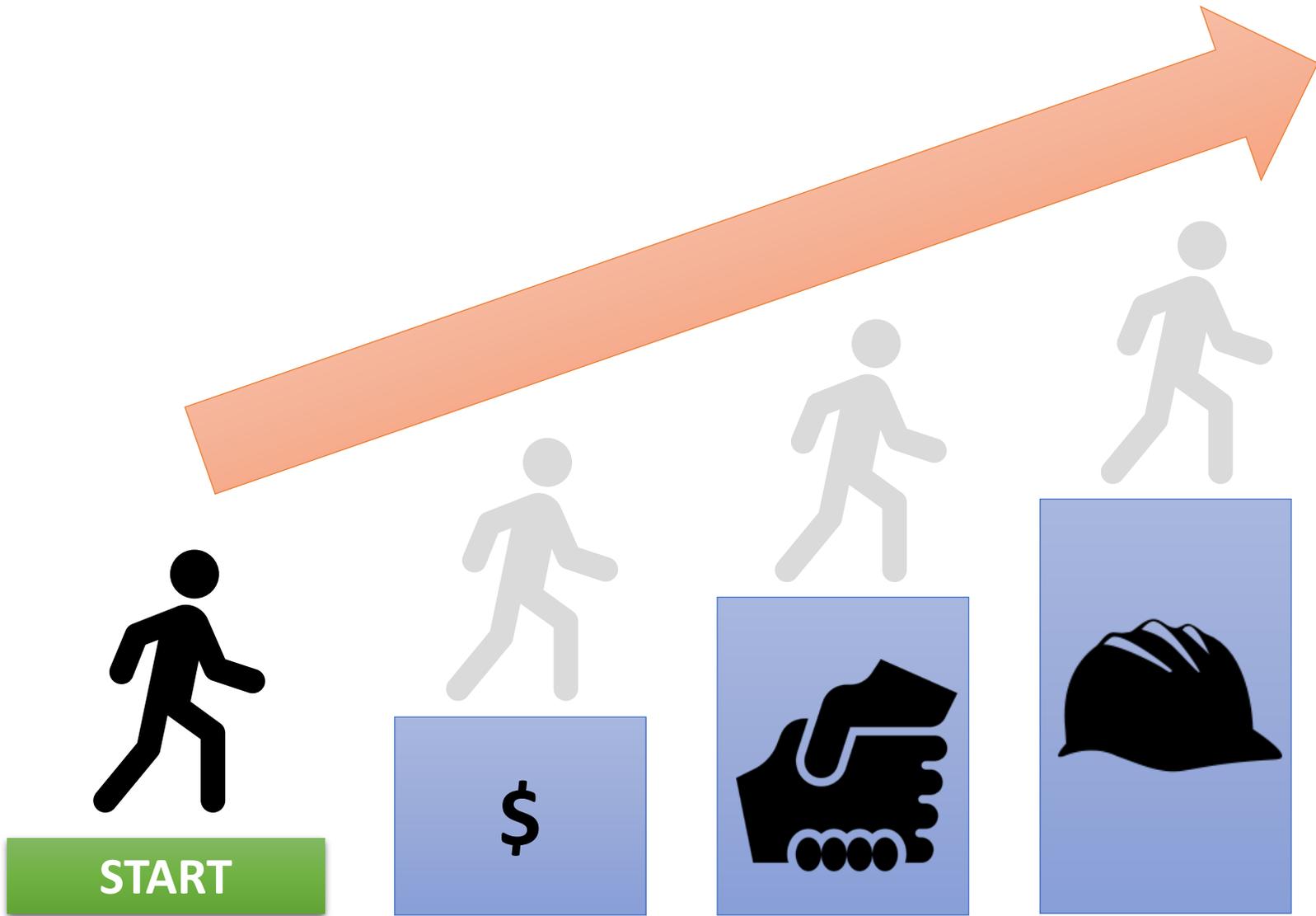
Existing Comprehensive Models

- Downside: lack of scale
 - there are total of 24 Jobs Plus grantees out of 3,300 PHAs
 - in 2015 FSS enrolled less than 3 percent of total public housing and voucher households



Section 3 of the HUD Act of 1968

- Requires that PHA expenditures should provide training, employment, contracting opportunities **to the greatest extent possible**
- **Effectiveness: unclear**, but anecdotally not good without additional supportive services like case management and supplementary training



Sustainable
Employment
Career
Growth

Increased Self-Sufficiency

The SEED Initiative

- **SEED Initiative** pilot – collaboration with DOE and DED to help PHAs and their local partners provide residents with more STEM and energy education and career training opportunities
- Lessons from SEED program impact assessment:
 - the five pilot sites worked effectively with their partners to provide an array of new opportunities for residents
 - there were no discernable impacts on employment outcomes

Increasing the Impact of Section 3

- The majority of spending covered by Section 3 goes toward capital investment and building O&M
- Resulting employment and training opportunities concentrated construction and building performance sectors
- **How can affordable housing providers find new ways to provide or leverage other support services to make these opportunities more impactful?**

The Building Futures Initiative

- Deploying TA providers to work with affordable housing providers to develop and lift up best practices for cross-organizational collaboration with local workforce stakeholders
- “Building Futures” refers to
 - Being more intentional about supporting resident career growth
 - Focus on careers in the **construction and building performance** sectors

The Building Futures Initiative

- Four Phases



1. **Analysis** - documenting existing services and programs and identifying gaps
2. **Convening** - facilitating a convening of principals of the lead organization and workforce stakeholders
3. **Documentation** - findings, recommendations, commitments
4. **Dissemination** - identifying and disseminating best practices

The Building Futures Initiative

- Focus Areas

- Providing continuous access to case management
- Finding ways for training to pay
- Helping participants build financial capability
- Leveraging affordable housing providers' other services and facilities
- Improving collaboration with Workforce Development Boards

Questions? Ideas?

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Building Futures:

Providing Sustainable Career Pathways

For Public Housing Residents



CMHA STATS 2017

CMHA SERVICES AT-A-GLANCE



The Public Housing Program

8,913 units

15,000 total population served



HCVP

15,283 vouchers

31,000 total population served

41,216 inspections completed



RAD/ Project-Based

1,285 units

1,330 total population served



Youth Programs

Community Center Programs

1,057 youth served

Sara J. Harper Library Participation

284 youth served



CMHA Police

2,162 residents referred through

Police Action Referral Initiative





Urban Agriculture

22 gardens
40,000 sqft of growing space
4,500 lbs of food grown and donated annually



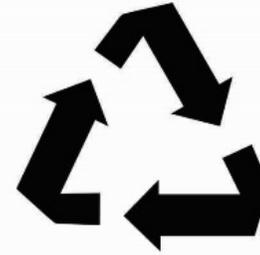
Energy Efficiency

\$50 million in upgrades in last 10 years
More than \$7 million annual savings
Resident Engagement
8 vegetative roofs



Renewable Energy

1 MW solar field
Residential Solar on 26 single family homes
Solar DHW at 40-unit apartment building



Waste Reduction

Mixed Recycling
Paper Recycling
Scrap Metal



Green Building

2 LEED Certified
13 Enterprise Green Communities Certified

SUSTAINABILITY

CMHA Green Team Program

- Established in 2011
- 86 Participants since beginning of program
- Participants earn minimum wage as seasonal CMHA employees
- Learn all aspects of Urban Agriculture
- Participants report health benefits and increased happiness in addition to learning valuable skills
- Many have used skills learned in the program to leverage employment opportunities



CMHA Jobs Plus Pilot

- Place-based workforce development program
- Services two specific sites with more than 1400 units
- Partner providers are located on-site offering a variety of services
- 539 residents enrolled
- 364 events
- 103 residents have found part-time employment
- 64 have found full-time employment
- 7 have found new and better employment
- 25 have moved from part- to full-time
- 9 have enrolled in accredited colleges
- 3 have graduated
- 46 have opened bank accounts
- 10 youth have received internships



CARES



Sherwin-Williams HomeWork Program

- First class in May 2013
- 160 Participants since beginning of program
- CMHA recruits participants and delivers one week of job readiness training
- Sherwin-Williams delivers two weeks of training and supplies all materials
 - One week of classroom learning
 - One week of hands-on painting
- Residents receive an EPA RRP Certificate
- 44 participants have gone on to work in the CMHA PAR program



CMHA PAR Program

- Established in 1992 to link residents to employment opportunities in construction
- Requires all publically-bid constructions projects use residents for 25% of their labor hours
- Participants earn minimum wage as seasonal CMHA employees
- 422 residents have been connected to employment opportunities since 2013
- Most recently at Carver Park Ph. I RAD, 47 PAR participants earned \$508,617 from Jan 2017-May 2018



Cleveland Clinic Job Training Partnership

- Established in 2018, two sessions have been conducted and a third is being scheduled
- 12 attendees per session
- Cleveland Clinic facilitates a four-day training
 - Review of positions and expectations
 - Clinic application process
 - Clinic employment expectations
 - Resume building
 - Example interviews
- 3 CMHA residents have been hired at the Cleveland Clinic



CMHA VALUES

C

Commitment

A

Accountability

R

Respect

E

Excellence

S

Safety





Building Futures: Providing Sustainable Career Pathways for NYCHA Residents

August 23, 2018

Introduction to NYCHA

Who is NYCHA?



79,000
SENIORS
62 YEARS OLD OR OLDER



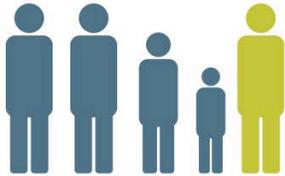
107,000
CHILDREN
UNDER 18 YEARS OLD



\$24,000
AVERAGE
HOUSEHOLD
INCOME



54%
ARE EMPLOYED
(OF NON-DISABLED,
WORKING AGE ADULTS)



38%
OF HEADS OF HOUSEHOLDS
ARE 62 YEARS OLD OR OLDER



25%
OF NYCHA EMPLOYEES
ARE RESIDENTS OF
PUBLIC HOUSING



41%
ON FIXED INCOME
(SOC. SEC., SSI, PENSION, OTHER)



13%
RECEIVE PUBLIC
ASSISTANCE

Introduction to NYCHA

Who is NYCHA?



THAT CONSIST OF **176,000** APARTMENTS

CONTAINING OVER **173 MILLION** SQUARE FEET OF SPACE

60% OF NYCHA'S BUILDING ARE **50+ YEARS OLD**

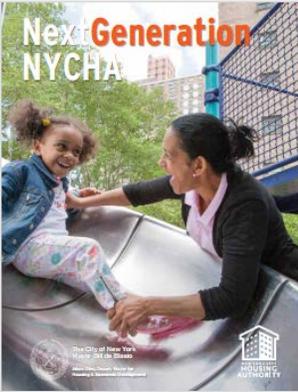


THE LARGEST DEVELOPMENT: A **26-BUILDING** APARTMENT COMPLEX WITH **7,000 RESIDENTS**

THE SMALLEST DEVELOPMENT: A **SINGLE-STORY** SENIOR BUILDING WITH **13 RESIDENTS**

Introduction to NYCHA

NextGeneration NYCHA and Sustainability Agenda



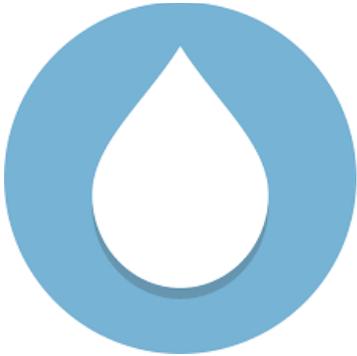
A 10-year strategic roadmap to deliver **safe, healthy, connected homes and communities** for NYCHA residents and to preserve and protect public housing for current and future generations of New Yorkers



NYCHA’s **commitment** as a landlord to create healthy and comfortable homes that will withstand the challenge of climate change

An **invitation** to residents and surrounding communities to work with NYCHA to realize a shared long- term vision of equity, sustainability, and resiliency

Introduction to NYCHA Sustainability Programs



Water



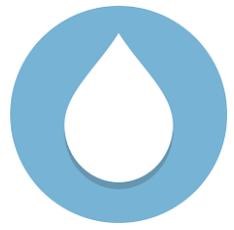
**Renewable
Energy**



Waste



**Resident-led
Initiatives**



Sustainability Programs

Water (and Energy) Retrofits

Basic energy and water reduction package in all master-planned developments through

Energy Performance Contracts

- \$300m goal;
\$271m approved
- 72 developments
(63,000 apartments)
already approved
- 87 resident jobs created



Sustainability Programs

Green Infrastructure



← This
can help prevent
That →



Sustainability Programs

Green Infrastructure



DEP is under a state-mandated Consent Order to manage one inch of stormwater over 10% of the CSO drainage areas by 2030. In 2010, DEP released its Green Infrastructure Plan to help achieve that goal.

- This is being implemented through:
 - Right of Way program (sidewalks and streets)
 - Public Property Retrofits (Parks, Schools, and **NYCHA - \$100m investment**)
 - DEP has hired residents on both ROW and NYCHA properties to maintain these assets



Sustainability Programs

NYCHA 25MW Solar Program



- NYCHA has set a goal of hosting 25 MW of solar power by 2025 under HUD Renew300
- Two tracks: Commercial Solar Program (earn revenue through lease payments) and **ACCESSolar (Accelerating Community Empowered Shared Solar)**
- Goals for ACCESSolar:
 - Expand solar business opportunities for local small businesses and MWBEs
 - Provide job training and **green jobs** for NYCHA residents
 - Provide renewable power to low- and moderate-income subscribers in NYC

Community Shared Solar

Enables many customers to buy solar power



Sustainability Programs

Waste Management

NYCHA is developing a Comprehensive Waste Management Plan which focuses on improving janitorial duties, providing green jobs, and improving grounds.

- NYCHA Resident Training Academy (NRTA) Janitorial training prepares NYCHA residents to be successful NYCHA Caretakers (J).
- To date the NRTA has graduated over **2,000** NYCHA Residents and has placed 90% of graduates into employment with NYCHA or its vendors.





Sustainability Programs

Resident and CBO-led initiatives

- There are currently six farms. The farms are constructed and operated by 18 to 24 year-old NYCHA residents who are Green City Force (GCF) AmeriCorps Members. They partner with one local community organization at each site.

