House District 14/15/16

Senate District 7

THE TWENTY-SIXTH LEGISLATURE
HAWAII STATE LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES

Log No: 55-0

For Legislature's Use Only

Rec'd JAN 28 2011

Type of Grant or Subsidy Request:

☒ GRANT REQUEST – OPERATING ☐ GRANT REQUEST – CAPITAL ☐ SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): DHS/HPHA

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): ______

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:

Kauai Economic Opportunity, Incorporated

Dba:

Street Address: 2804 Wehe Road, Lihue, HI 96766

Mailing Address: 2804 Wehe Road, Lihue, HI 96766

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name LYNN KUA

Title Administrative Officer

Phone # 808-245-4077 ext. 225

Fax # 808-245-7476

e-mail keo@keoinc.org

3. TYPE OF BUSINESS ENTITY:

☒ NON PROFIT CORPORATION
☐ FOR PROFIT CORPORATION
☐ LIMITED LIABILITY COMPANY
☐ SOLE PROPRIETORSHIP/INDIVIDUAL

4. FEDERAL TAX ID #: [redacted]

5. STATE TAX ID #: [redacted]

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

JOB TRAINING & EMPLOYMENT SERVICES FOR HOMELESS PERSONS ON KAUAI

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2011-2012: $ 223,945.00

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

☒ NEW SERVICE (PRESENTLY DOES NOT EXIST)
☐ EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE $______
FEDERAL $______
COUNTY $______
PRIVATE/OTHER $______

[redacted]

AUTHORIZED SIGNATURE

MABEL FERREIRO-FUJIUCHI/CEO
NAME & TITLE

1/21/10
DATE SIGNED

ORIGINAL

Application for Grants and Subsidies

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Application for Grants and Subsidies

> *If any item is not applicable to the request, the applicant should enter "not applicable".*

I. Background and Summary

1. A brief description of the applicant's background;

Kauai Economic Opportunity, Incorporated (KEO) is a 501 (c) (3) private non-profit agency that was incorporated on March 16, 1965. The agency began as a local community action program under the support of the Office of Economic Opportunity (OEO). KEO is committed to promoting grassroots participation to create social and economic self-sufficiency among low-income families through an array of proven programs and services. Over the past 45 years, the agency has generated and fiscally administered millions of dollars of Federal, State, County of Kauai, and private funds. KEO serves as a catalyst by encouraging effective local advocacy among the poor, enabling public officials and the general community to understand their needs and issues, and mobilizing resources to have an impact on poverty. KEO has aggressively sought a multitude of service programs to cater to the needs of its clients. KEO's energy programs reflect the agency's ability to change with the needs of the clients and KEO resolves to address the needs.

KEO annually provides services to over 5,000 individuals and is currently administering more than 20 broad ranged programs that provide a variety of services to the low-income, elderly, immigrants, and the jobless. (See attached KEO Brochure) KEO has further executed the acquisition and construction projects addressing specific needs that include the future rehabilitation/renovation project for the first emergency homeless shelter on Kauai and 8 additional transitional shelters units for families to start this year.

As a private, non-profit agency, KEO has been able to operate with a reduced overhead and has been able to accomplish tasks that are difficult for government agencies. KEO has been creative in utilizing its resources, is cost conscious and maintains a high level of accountability of funds (stringent reporting requirements, contracts outside audits annually, and is periodically audited by the State of Hawaii).

The KEO Office has been located in Lihue for the past 15 years and was constructed through funding by the State and property leased to KEO for 20 years at no cost. Through an executive order from Governor Lingle, the property was recently turned over to the County of Kauai who in turned leased this and the adjacent property, which has been developed into a emergency shelter and transitional housing for homeless to KEO for another 20 years at no cost.

2. The goals and objectives related to the request;

KEO proposes to provide job training and employment services targeted for homeless individuals. The program will serve 200 homeless individuals with emphasized assistance to subgroups within the general homeless population, such as mentally ill persons, chemically dependent individuals, families with children, single men, or single women.

GOAL 1: To increase sustainable employment and self-sufficiency by providing personal and professional development, job training, and access to employment.

GOAL 2: To increase the earning potential and retention of employment of homeless persons.

GOAL 3: To create 4 new jobs as staff for the program.

The service delivery includes providing or arranging for the following services:

- outreach and intake;
- case management and counseling;
- assessment and employability development planning;
- alcohol and other substance abuse assessment and counseling, with referral as appropriate to outpatient and/or inpatient treatment;
- other supportive services (e.g., child care, transportation, mental health assessment/counseling/referral to treatment, other health care services, motivational skills training, and life skills training);
- job training services, including (a) remedial education and basic skills/literacy instruction, (b) job search assistance and job preparatory training, (c)job counseling, (d) vocational and occupational skills training, (e) work experience, and (f) on-the-job training;
- job development and placement services;
- post-placement follow-up and support services (e.g., additional job placement services, training after placement, self-help support groups, and mentoring); and housing services (e.g., emergency housing assistance, assessment of housing needs, referrals to appropriate housing alternatives, and development of strategies to address gaps in the supply of housing for participants).

In implementing these activities, we will collaborate with other KEO programs, other organizations, federal, state, and local programs serving homeless individuals.

3. State the public purpose and need to be served;

Since the early 1980s the problem of homelessness in the United States, particularly within urban communities, has been the subject of increasing public attention. This attention has been & generated in part by the increased number of visible homeless, and by important changes in the socioeconomic and demographic composition of the homeless population to include more families, working poor, and individuals suffering from problems of chronic mental illness and chemical dependency.

The recession will force 1.5 million more people into homelessness over the next two years, according to estimates by The National Alliance to End Homelessness. In a 2008 report, the U.S. Conference of Mayors cited a major increase in the number of homeless in 19 out of the 25 cities surveyed. On average, cities reported a 12 percent increase of homelessness since 2007.

Although homelessness is a difficult number to measure definitively, it appears that more people—especially families—are sleeping in shelters, living in their cars, and taking up residence in tent communities.

The number of homeless is difficult to ascertain because estimates vary depending on the methodology used. Numbers also vary substantially depending on whether a measurement is taken on a single night or is extrapolated to a given year. KEO's Homeless Outreach Program served 565 in the past fiscal year and our Mana`olana Emergency Shelter Program served 340.

Alaska, California, Colorado, Hawaii, Idaho, Nevada, Oregon, Rhode Island, Washington State, and Washington, D.C. have the highest rates of homelessness, according to a study released in 2007 by The National Alliance to End Homelessness.

For persons in families, the three most commonly cited causes, according to a 2008 U.S. Conference of Mayors study are:

- Lack of affordable housing
- Poverty
- Unemployment

For singles, the three most commonly cited causes of homelessness are:

A. Substance abuse
B. Lack of affordable housing
C. Mental illness

The purpose of the program is to alleviate the conditions of poverty and allow homeless persons and families to attain social and economic self-sufficiency. The program proposes to also create 4 new jobs on Kauai, staffing the program with qualified individuals who will work directly with clients in providing personal and professional development, job training, and access to employment. The program will increase the earning potential and retention of employment of homeless persons. The increase in income earned by these 4 staff and 80 homeless clients will also help to stimulate the economy.

4. Describe the target population to be served; and

KEO's Job Training and Employment Program for Homeless will serve the homeless individuals as defined below.

Unsheltered Homeless – Means families or individuals who have a primary nighttime residence that is a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings, including beaches, parks, automobiles, and streets.

Sheltered Homeless – Means families or individuals who lack a fixed, regular, and adequate nighttime residence and have a primary nighttime residence that is a supervised publicly or privately operated shelter designed to provide temporary living accommodations (e.g., emergency or transitional shelter or church) or that is an institution that provides temporary residence for individuals intended to be institutionalized.

5. Describe the geographic coverage.

Although the only emergency shelter and most of transitional housing sites are in Lihue, the **geographic service area** includes the entire County of Kauai.

II. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request.

1. Describe the scope of work, tasks and responsibilities;

The Job Training for Homeless Persons Program will include the following core services provided by either by KEO or through linkages with other local human service providers assist homeless individuals in securing and retaining employment:

- case management and counseling;
- assessment and employability development planning;
- job training services, including remedial education, basic skills training, literacy
- instruction, job search assistance, job counseling, vocational and occupational
- skills training, and on-the-job training;
- job development and placement services;
- post-placement follow-up and support services (e.g., additional job placement
- services, training after placement, self-help support groups, mentoring);
- housing services (e.g., emergency housing assistance, assessment of housing needs, referrals to appropriate housing alternatives); and
- other support services (e.g. child care; transportation; chemical dependency assessment, counseling, and referral to outpatient or inpatient treatment as

appropriate; mental health assessment, counseling, and referral to treatment; other health care services; clothing; and life skills training).

Based on the experiences of KEO's Homeless and Housing Programs, Exhibit 1-3 provides an overview of a model for providing a comprehensive range of services to effectively assist homeless individuals and families to secure and retain employment. The need for comprehensive provision of services points to the need for strong linkages and coordination arrangements with other local service providers. Therefore, careful planning of the service delivery strategy is needed, including identifying the agencies within the network of local human service agencies able to provide the needed range of services. We will expand the availability of services for participants and leverage funding for providing additional services to participants through extensive use of coordination. Among some of the underlying themes that are emphasized are the following:

- **Establish Linkages with other Homeless-serving Agencie**s. Employment and training agencies need to establish linkages with homeless-serving agencies, such as shelters and transitional housing facilities, to help with outreach, recruitment, and screening of homeless individuals. Homeless individuals need to be carefully prescreened and assessed prior to acceptance in an employment and training program. Homeless-serving agencies are well-positioned to help in this pre-screening process.
- **Stabilize Homeless Individuals Prior to Enrollment**. Homeless individuals need to be stable prior to enrollment in employment and training programs. This generally means living in, at a minimum, transitional housing or an emergency shelter that allows the individual to have an extended stay. This also means addressing problems such as a lack of financial resources, domestic violence, and other problems that can impact successful participation in employment, and training activities, as well as screening out serious substance abusers and those who are mentally ill and unlikely to benefit from participation in our program. Once again, homeless-serving agencies or other agencies referring individuals can be helpful.
- **Provide Thorough Assessment and Ongoing Case Management**. Participant assessment and case management are critical to tailoring services to meet the needs of each individual. Barriers to employment are not always evident at the time of intake; as a result, both assessment and case management should be ongoing activities.
- **Arrange for Short-term Job Search Assistance.** Homeless individuals are often primarily interested in obtaining employment and improving their housing situation in the shortest time possible. Hence, employment and training programs need to provide, either through in-house capabilities or linkages, job search assistance for those who are primarily interested in obtaining employment in the shortest time possible.
- **Provide Basic Skills and Work Readiness Skills Training.** Some homeless individuals need basic and/or work readiness skills training prior to entry into

training and employment. This training can be conducted in conjunction with other training or job search assistance.

- **Provide Follow-up and Support.** The problems that led to homelessness do not suddenly disappear upon entering a training program, finding a job, or securing permanent housing. Ongoing assessment, case management, and follow-up support are important ingredients for assisting homeless individuals in retaining employment.
- **Provide Staff Training on Serving Homeless Persons.** Employment and training agencies may need to provide training for their staff and service providers on the needs of and misperceptions about homeless people, the variety of referral agencies locally available to meet those needs, and the best practices for serving homeless participants.

The **Job Training and Employment Services for Homeless Persons** curriculum is designed to be practical and user-friendly. The curriculum has been developed using the best practice guide prepared under the direction of the Office of Policy and Research (OPR) of the Department of Labor's Employment and Training Administration (DOL/ETA) by James Bell Associates, Inc. Each chapter is organized around a discussion of a specific service or group of services that should be part of a comprehensive employment and training service delivery system for homeless individuals. Each chapter begins with a discussion of the challenges that employment and training agencies may face in providing a particular service to homeless individuals. The discussion then shifts to an assessment of effective strategies for providing each service. Throughout each chapter, examples of effective strategies are illustrated with experiences drawn from KEO.

Chapter 1 (Initial Services) addresses the services employment and training agencies are likely to need to provide (or arrange for) in order to effectively recruit and assess homeless individuals. These services include marketing job training services to homeless people, determining which homeless persons can benefit from the services provided by our program, developing case plans based on assessment, and using case management as the focal point for connecting participants with the range of services they need.
This chapter presents effective strategies for structuring and providing a range of services - outreach, intake, assessment, and case management -- needed to recruit and prepare homeless individuals for participation in employment and training activities. As discussed, some of these services will need to be provided directly KEO, while others we will want to arrange for through linkages with other organizations.

A. RECRUITMENT

1. Background and Challenges

Recruitment includes the ways KEO publicize the availability of their services and encourage individuals within the eligible population to participate. There are a variety of methods typically used by agencies to make potentially eligible individuals within their service area aware of the range of employment, training, housing and other support services available through their programs. Among the recruitment strategies employed by KEO are the following:

- through outreach efforts of KEO's Homeless Outreach Care-A-Van. A mobile outreach program that goes to beach parks and campsites throughout the island.
- informational meeting and distribution of program information (ie brochures and flyers) to the Continuum of Care Committee known as the Kauai Community Alliance (KCA). The KCA is made of local community and government agencies, faith based organizations and advocates serving the homeless population;
- making regular presentations to administrators/staff at local human service agencies, to ensure that those agencies refer appropriate individuals;
- distributing posters and brochures with information about the program to human service providers, libraries, schools, and other educational institutions;
- promoting public service announcements on television and radio;
- writing newspaper stories and advertisements; and
- using word of mouth.

In the areas of outreach and participant recruitment, it is important for the programs to concentrate their relatively limited staff time and administrative resources on methods that yield a pool of program applicants who: (1) are eligible for participation, (2) are motivated to participate in employment and training activities, (3) have a high probability of completing training and upgrading their basic and work-related skills, and (4) once trained, have a high probability of securing and retaining a job. KEO experience demonstrated that it was possible to interest large segments of the homeless population in employment and training programs if outreach strategies were carefully designed. KEO has also demonstrated that if homeless individuals were carefully screened through the recruitment (and assessment) process, many could complete training and/or secure employment. When designing strategies for recruiting homeless individuals for employment and training programs, KEO experience suggests that it is important to consider the following points about homeless individuals:

- Homeless individuals are by no means a homogenous group; careful assessment is needed to identify those who are likely to benefit from employment and training services. Despite similarities with other disadvantaged populations we are serving, homeless individuals may face a larger number of barriers to employment than those typically served by other programs. For example, there are segments of the homeless population with serious mental illness or active substance abuse problems who are not likely to be appropriate for employment and training activities.
- Homeless individuals can be a fairly transient group and may lack familiarity with the local service delivery system. Some homeless individuals may have migrated from other islands or states and be unfamiliar with employment, training, housing, and support service programs available in our area. Other homeless individuals may move from an emergency shelter to the street to the homes of friends or relatives, and so forth, making them a moving target for outreach efforts.

- Some homeless individuals may have little interest in receiving job training. The dire economic circumstances faced by most homeless individuals are likely to mean that they are (at least upon entry into the employment and training program) primarily interested in obtaining a job as rapidly as possible. Many homeless individuals are likely to lack interest in pursuing job training, at least until it is determined they cannot obtain a job with their existing base of skills and work experience. It is important to remember that many homeless individuals will have developed work-related skills and relevant experience over the years and may not need further training. It is also important to remember that some homeless (like other disadvantaged individuals) may have failed in the past in education or training settings and, therefore, are not anxious to return to a setting in which they have been unsuccessful.

2. Strategies

The recruitment strategies used for homeless individuals are likely to be quite similar to those our agency used to recruit other disadvantaged individuals, though homeless individuals are likely to require additional outreach efforts through homeless-serving agencies. Two key lessons learned relating to recruitment of homeless individuals for employment and training programs were the following:

- do not recruit homeless individuals directly off the street; and
- utilize KEO homeless and housing programs and other agencies to assist with recruitment of homeless individuals.

KEO's homeless and housing programs have a track-record of working with this target population and, if well-instructed, can provide a reservoir of appropriate and well-screened homeless participants for our program. Several strategies designed to help employment and training agencies identify and recruit appropriate homeless individuals are presented below.

Outreach Strategy #I: Identify the Types of Homeless Individuals We Can and Cannot Effectively Serve

Through past experiences, our agency has learned that not all individuals are appropriate for or likely to benefit from participation in employment and training activities. It is essential to direct outreach efforts toward those homeless individuals who are highly motivated and have a strong likelihood of successfully utilizing the services we offer to obtain and retain employment (and eventually achieve long-term self sufficiency). Some important considerations include the following:

- **Housing Status**. Individuals living on the street or tenuously in shelters are unlikely to be able to make a long-term commitment to training. Outreach will be targeted on those homeless individuals who are in housing situations that allow for an extended stay (e.g., transitional facilities that allow for 6 months to 2 year stays, emergency shelters).
- **Involvement with Drugs and Alcohol.** KEO has found that an active substance abuse problem was a barrier to completing training and obtaining employment,

but that clients in recovery were often highly-motivated and successful program participants.

- **Means of Financial Support.** Those individuals without a means of financial support are generally less able to participate in long-term training.
- **Preference for Training Versus a Job**. Because of their homeless situation and lack of financial support, many homeless individuals have a strong preference for working over training. It is important during outreach to make clear that the program offers so that homeless individuals understand the nature of their commitment to the program.

Outreach Strategy #2: Identify Programs and Agencies That Can Help With Outreach and Recruitment

Depending on the types of homeless individuals we will serve, we will need to identify and establish linkages with other agencies in the community that are able to screen and refer homeless individuals. In addition to the screening and referring function, other agencies can help participant's secure appropriate housing and support services. Below are some of the types of homeless-serving agencies with will consider developing linkages:

- **KEO's homeless outreach, emergency shelter and transitional housing programs** will be our first stop. These programs are likely to be able to provide a steady stream of homeless persons who are temporarily housed. Working closely with them, we can effectively screen and refer those individuals who are ready and can most benefit from job training. We are also likely to be able to extend periods of stay at our emergency shelter to assist those entering training or other employment services. These programs agencies will also provide assessment and ongoing case management services that can be helpful in tailoring services to meet client needs and monitoring client progress toward self- sufficiency.
- **KEO offers a broad range of services** to the homeless and non-homeless alike. We may be able to provide on-going support and information and referral for an extensive array of needed services.
- **Public assistance agencies** may know when their clients are at risk of homelessness and can refer them to our program at the point when they are nearing or have recently become homeless, an easier point at which to serve them than after they have been homeless for several months.
- **Halfway houses** for individuals in recovery or for ex-offenders returning to the community provide support services that can help people maintain sobriety and stability while they are in a job training program and after job placement, They often provide transitional housing and on-going case management.
- **Soup kitchens** typically attract the most transient homeless persons, but they also serve increasing numbers of homeless families and individuals who may be motivated to work. Many also provide a range of services beyond serving food. These multi-service agencies, if provided with criteria for screening homeless individuals, can provide a steady source of appropriate referrals for an employment and training program.

- **Domestic violence programs** provide direct outreach services to battered and abused individuals, many of whom are in need of job training and employment services to become economically independent. These programs typically provide temporary housing, case management, and a wide range of specialized support services.

Outreach Strategy #3: Develop Cooperative Agreements with Current Partner Referring Agencies

After identifying programs agencies that serve and could refer homeless persons potentially eligible or our services, a meeting will be called with the directors and front-line staff of these agencies. At this meeting we will:

- **Market the value of our agency's services**. An important point to emphasize is that job training and employment services hold the key to long-term and higher wage employment -- key ingredients in making self-sufficiency a reality.
- **Explanation of the specific elements of our program services (e.g., intensity of case management, available support services, and duration and types of training).** The scope and limits of what our agency provides and about the requirements and expectations for participation in our program.
- **Obtain background information about these agencies, including the types of individuals served, how these individuals flow through the program, types of services provided, and the extent and duration of participation.** If the agency can serve as an effective referral source, negotiate a cooperative agreement. This document will be specific in terms of the roles and responsibilities of both the partners, the anticipated number and types of homeless individuals to be referred, and the criteria used to screen individuals for referral. Emphasize the importance of quality and appropriate referrals over quantity of referrals. As part of the agreement, specify the types of on-going services both partners will provide for individuals referred to our program, including the types of assessments administered and case management responsibilities.

Outreach Strategy #4: Be Sure Referring Programs & Agencies Conduct Thorough Initial Screenings to Determine Appropriateness of Clients for the Program

Prior to referral to the employment and training program, KEO's Homeless and Housing Programs or other referring agencies should assess the individual's appropriateness for employment and training services to find our if there may be problems that led to homelessness -- such as, mental illness, substance abuse problems, serious basic skills deficiencies, and inability to work cooperatively with others in the workplace -- were often not revealed (or apparent) at the time of intake. However, over time, through observation and building of trust between the referring case manager and client, a better understanding of the unique circumstances of each individual and potential problems that may stand in the way of successful job training and placement are likely to emerge. The careful pre-screening of potential participants by the referring program or agency using criteria provided by the employment and training program -- while not ensuring success -- can greatly increase the odds that referred individuals will successfully complete training and enter employment.

Outreach Strategy #5: Provide Feedback to the Referring Program or Agency on Appropriate and Inappropriate Referrals

It is very important to maintain an ongoing dialogue with the staff at the programs agencies making referrals to our program. This is particularly important when the program staff or agency is just beginning to refer homeless individuals to our program. We will remember these two main points:

- Start slowly with the referring agency. The program staff or agency should send over only a few potential participants at first so that each agency can get a feel for the types of individuals appropriate for referral.
- Share with the referring program staff or agency the specific reasons that each referred individual is suitable or unsuitable for our program. Feedback is also needed as participants proceed through our program so that the referring program staff or agency understands the types of individuals that seem to be most successful in completing training and finding/retaining a job.

Similar to referrals from other sources, there will be both successes and failures when working with homeless individuals. The key over time is to refine (through discussions) the screening procedures used by the referring program staff or agency so an increasing proportion of those referred complete training, and successfully enter and retain employment.

INTAKE

1. Background and Challenges

The intake process serves two very important functions -- (1) documentation is obtained to determine applicant eligibility for program services and (2) information is obtained to preliminarily assess the suitability of the applicant for program services. While homeless individuals are probably not all that different from many of the disadvantaged individuals our agency is already serving, it is important to keep in mind some of the special circumstances that may arise with respect to intake of homeless individuals into our program:

- The existence and validity of documentation needed during the intake/eligibility determination process can sometimes be a problem for homeless individuals. For example, homeless individuals may have lost identification, such as their driver's license and other needed documents during their period of homelessness. It can also be difficult for some homeless individuals to provide documented proof of their homelessness (especially if they are not staying in a homeless shelter or transitional facility).

- Homeless individuals may be guarded (or suspicious) about sharing information and documentation with program staff. Some homeless individuals have been shuttled from agency to agency, been "accessed" over and over, and perhaps had bad or humiliating experiences with human service agencies in the past. For example, they may have been asked to leave emergency or transitional housing facilities because of active substance abuse issues; they may have been thrown out of employment and training programs in the past because of bad attendance or poor behavior. As a result of these past experiences and fears that they may not be considered for program services, homeless participants may be guarded about their past and unwilling to share information during the intake process. For example, until they develop a trusting relationship, homeless individuals may be very reluctant to share information about past job loss, basic skills deficiencies, alcohol or drug use, arrests, abusive family relationships, or mental and physical health problems.

- Homeless individuals may find it very difficult to make long-term commitments to basic skills or job-related training. Even those homeless individuals who express a strong preference for job training may find it very difficult to pursue training over the long-term without some form of financial assistance (e.g., a Pell grant or public assistance). Because of their lack of resources, homeless participants may need more flexible training options (e.g., a combination of part-time work and part-time training, on-the-job training, or compressed training options).

2. Strategies

The intake process is important because it: (1) clarifies for the applicant the types of program services available through our program and the responsibilities of participants under the program and (2) provides an opportunity for the program to make an initial determination of whether the individual is appropriate for program services. Below are several strategies relating to an effective intake process.

Intake Strategy #1: Request Background Information and Documentation From the Referring Program or Agency

A key during the intake process is to learn as much as possible about the individuals who are to be served. KEO has obtained the trust of the homeless population as per the evidenced work with at least 600 per year over the past 17 years. Collection of detailed information about each applicant makes it possible to determine those individuals who are appropriate or inappropriate for program services. This information can also be helpful in beginning to tailor employment, training, and other program services to meet the specific needs of each participant. To the extent possible, our program staff will gather background information on each homeless individual directly from the case manager at the referring program or agency. Some important issues to discuss with the referring program or agency (and with the applicant during the intake process) include the following:

- reasons the individual became homeless;

- evidence of a history of substance abuse or mental illness;
- behavioral problems such as displaying repeated disruptive behavior;
- basic skills deficiencies:
- other potential barriers to employment, e.g., lack of financial support, health
- issues; and
- needs for support services -- especially housing, transportation, and child care.

As discussed above, determining eligibility can sometimes be delayed or complicated for homeless individuals because of difficulties in acquiring necessary documentation. The referring agency may be able to provide this documentation, or other agencies in our area may be able to assist homeless individuals in gathering needed documentation.

Intake Strategy #2: Use the Intake Process to Clarify Program Objectives, Services, and Expectations
Intake and the suitability determination process represent an opportunity not only to gather information about potential participants, but also to explain program objectives, services, and expectations. As with any program participant, we will explain the specific types of services provided through our program, including the duration and timing. We will make sure to delineate the time involved in training (both the number of hours per week and the number of weeks/months an individual may be involved in training) and the responsibilities of training participants if they undertake long-term training. We will also, make sure to indicate limits on the cost of tuition and the types of institutions that may be attended. We will assess, with input from the referring agency, the degree to which applicants are committed and motivated to participate in job training and eventual employment, and that their expectations for employment are realistic. We may conduct skills and interest assessments during the intake process to help guide discussions with the applicant.

Intake Strategy #3: Assess the Types of Resources Available to Maintain Participation During Involvement in Employment and Training Activities
Because of their lack of resources and possible limitations on stays at emergency or transitional facilities, homeless individuals may be reluctant to commit to long-term training or may need to attend such programs part-time (while working). It will be important to accurately assess their situation prior to enrollment in employment and training activities. Some applicants may come to the program with public assistance they can rely on during their period of training -- perhaps AFDC, food stamps, Supplemental Security Income (SSI), or general assistance (GA). Some may be eligible for cash assistance or food stamps but are unaware of their eligibility and need to be referred to the appropriate agency. Others may come to the program with part-time or even full-time (but low-wage) employment. Still others (especially single, homeless males) may have exhausted their benefits (e.g., unemployment compensation or general assistance) and may not be eligible to receive any public assistance beyond food stamps. One of the distinctive characteristics of homeless applicants, as compared to other applicants to our program, is their lack of stable housing. It is important to understand their current housing situation, and to verify that situation with the referring agency. Our emergency shelter may be willing to guarantee a bed or our transitional housing facility may be flexible with

the curfew, as long as the individual is participating in our program. Hence, during the intake process, some important questions that will be asked are:

- What is your housing situation, and how long can you remain in that housing?
- What resources do you have available to sustain yourself during a prolonged period of training?
- Are you willing to work full- or part-time while in training?
- How will you take care of dependent children while in training?
- What type of transportation do you have available so you can attend training or search for employment?

Intake Strategy #4: Coordinated Plan for Referring Applicants to Other Needed Services

Even if homeless individuals are well-screened by the referring program staff or agency, it is likely some of those referred will find that our program is not for them or we may find that the individual is not yet ready or appropriate for training. It is important for our program to have a well-coordinated plan for referring those who need other services. We have developed linkages with the following types of organizations:

- public assistance agencies (e.g., departments of social services, community action organizations);housing programs, both public and private;
- in-patient and out-patient substance abuse programs and support groups (such as Alcoholics and Narcotics Anonymous);
- programs for veterans (e.g., Veterans Administration hospitals and support centers);
- vocational rehabilitation programs; and
- mental health and other health care providers, including dentists and opticians.

In working with homeless individuals -- many of whom have been referred back and forth between agencies in the past -- the way in which referrals are made can make a critical, difference in whether the individual follows up on the referral. In addition to a resource directory of available service providers, our program staff will have an established contact at other agencies and formal procedures for making referrals. These procedures will include using our KEO referral form which includes a section to provide some type of feedback from the referred agency about the results of the referral. By having an established relationship with service providers, we can better understand the other agencies' eligibility requirements and increase the likelihood that individuals we refer for services at other agencies are eligible and receive the services. It will also provide documentation of services provided.

C. ASSESSMENT AND CASE MANAGEMENT

1. Background and Challenges

Assessment and case management are closely related activities. The client assessment process identifies client aptitudes, skills, obstacles to employment (and self-sufficiency), and needed services. This process results in the development of a case plan identifying client objectives and specific steps and services required to meet each specific objective. Case management involves the assignment of an program staff member (i.e., case manager) to each participant to regularly monitor participant progress toward achieving case plan objectives and to make adjustments in the plan, as needed. The case manager also serves as a resource to participants for troubleshooting problems and access to other services needed to achieve case plan objectives. Assessment and case management are essential for tailoring services to the specific needs and employment barriers faced by each participant. KEO programs or others agencies referring homeless individuals to employment and training programs will likely have assessed the individual prior to referral. The program will work closely with these referring programs and agencies to understand the assessments that have already been conducted, and, if possible, to obtain the results of relevant assessments. The use of assessments conducted by other programs and agencies will reduce the burden of additional assessment for participants and also save resources.

Our program will use a comprehensive assessment process. The assessment covered six areas: basic skills, work skills, pre-employment/work skills, life skills, housing need, and support services. The case manager will be responsible for conducting the assessment. It will be used to preparing an Individual Training and Housing Plan together with the participant, which is adjusted based on ongoing assessment and case management throughout the client's participation in the program.

Challenges we might encounter in assessing and case managing homeless participants include the following.

- There is a fine line between over- and under-assessment. A thorough assessment is necessary to determine participant goals and to tailor services to the specific needs of participants. A lengthy and unnecessary assessment, however, may discourage participation and take away from time that individuals (and staff) could be devoting to employment and training activities.
- With multiple programs and agencies involved, there can be overlap and confusion in the area of case management. Homeless persons, particularly those living in a structured housing setting or participating in substance abuse treatment programs, may already be working with case managers from other agencies. We will try to coordinate efforts with these case managers to avoid duplication of services and confusion for both staff and participants. For example, where multiple case managers are involved, one case manager could be suggesting one solution to a problem, while another is suggesting a different solution. It is preferable, when multiple case managers and agencies are involved with one client, to identify a single lead case manager who takes responsibility for the client.

- Homeless individuals may be guarded about providing needed information as discussed earlier, until we are able to develop rapport with homeless individuals, it is possible that they will be reluctant to share information, about themselves that may be important in developing a case plan. For example, they may be reluctant to discuss the problems that led to their homelessness, such as basic skill deficiencies, substance abuse problems, incarceration, or an abusive family situation.

2. Strategies

Assessment and Case Management Strategy #1: Using Other Agencies to Help with Assessment and Case Manager

As discussed in the section on intake, if a homeless client has been referred from another program or agency, it is important to obtain as much input and information from that agency as possible. In the case of homeless individuals referred by other programs or agencies, there is a strong likelihood they have already had some form of assessment. In addition to receiving help in the assessment process, our agency may be able to secure case management services (or some part of the case management function) through linkages with other organizations. For example, many participants referred from homeless-serving agencies will have case managers (e.g., individuals living in transitional housing facilities). Relying upon case managers (outside of our organization) for information and tracking client progress, contact regularly with these case managers to coordinate case activities. Staff working with the participant will be familiar with the goals and objectives of the participant's case plan.

Assessment and Case Management Strategy #2: Establishing Realistic Training and Job Expectations for Participants

Not unlike other disadvantaged individuals coming to employment and training programs, some homeless individuals may arrive with "pie in the sky" expectations about the types of jobs for which they might be able to train or obtain. For example, an individual may come to the program with substantial basic skills deficiencies expressing a desire to become a registered nurse (which requires graduation from a college nursing program). While attempting not to diminish motivational levels of the individual, it is important during the assessment process and case management meetings to convey to the participant:

- what our program can and cannot do (e.g., there are constraints on how long the individual can be assisted and the types of institutions that can be attended);
- the basic skills and educational prerequisites for entering training (and eventually for the preferred occupations);
- limits on the tuition charges for training; and
- the likely time involved and financial commitment on the part of the participant

Together with supporting objective test results from educational and occupational interest tests we expect that most individuals will come around to realistic views of the types of training they should undertake.

C. Assessment and Case Management Strategy #3: Assess Housing and Support Service Needs and Document Referrals in the Case Plan

Homeless participants are substantially more likely to complete training programs and enter employment if, during the assessment process, housing and support service needs were carefully identified and subsequently addressed. Housing assistance and support services must be carefully tailored to both the needs and preferences of the individual For example, while transitional housing located far from a bus stop might not be a problem for a person with a car, it would present problems for homeless individuals dependent on public transportation to get to a training site or to work. As with any plan for service delivery, housing assistance and support services must have clear goals and resources that will be used to reach the goals. The goals and resources will be made clear to the participant. If a housing assessment has not been completed or is not available from the referring agency, some important questions that will be asked are:

- How long has the individual been homeless?
- Where does the individual reside (e.g., on the street, in emergency shelters, with friends or family, or in supported or transitional housing)?
- What are the individual's preferences for short-term and long-term living arrangements (e.g., rent, location, sharing of an apartment or living alone, willingness to live in emergency shelters or transitional facilities)?
- What potential resources are available (including friends and relatives) and what are the barriers to securing and upgrading housing?
- Does the applicant have special needs or requirements (e.g., a physical or mental disability, a history of substance abuse, or a history of serious mental illness)?

Any referrals the program does make for housing or other support services will be documented in the case plan.

D. Assessment and Case Management Strategy #4: Continuous Assessment and Case Management Throughout a Participant's Involvement in our Program

Because of reluctance on the part of participants to discuss some sensitive issues at the time of intake because circumstances can change over time (e.g., need for transportation or housing assistance), questions relating to the individual's circumstances and service needs will be asked periodically and the case plan updated accordingly. The frequency of meetings between clients and case managers will vary according to the client's needs, but generally were more frequent (e.g., once a week) during the early weeks of a client's participation and at points of crisis or transition. These meetings are typically in-person and focused on monitoring the progress participants are making toward achieving their case plan goals. In some cases, the case managers may meet regularly at a group staff meeting with a supervisor to share progress and seek group advice on individual clients. Finally, it is important to keep case manager/client ratios low enough so that the case managers have time to get to know and maintain regular contact with each client and have the flexibility to devote additional time to clients should unforeseen problems arise. Case management caseloads for this hard to serve population will typically be under 25 participants per case manager (at any point in time).

CHAPTER 2 (EDUCATION AND TRAINING SERVICES) discusses effective strategies for providing education and training services for homeless individuals to assist them in securing and retaining employment. The services discussed include: basic skills (i.e., remedial education, literacy training, and English-as-a-Second-Language training) and occupational skills training (including on-the-job training and work experience).

THE ROAD TO SELF-SUPPORTING EMPLOYMENT:
EDUCATION AND TRAINING SERVICES
This chapter describes education and training services needed by homeless individuals to secure and retain employment. These services -- basic skills, including remedial education, literacy training, and English-as-a-Second-Language instruction, and occupational skills training, including classroom training, on-the-job training, and work experience -- do not vary from the services needed by most employment and training program participants, but the need for flexibility in service delivery may be greater for homeless participants. What follows is special challenges in providing education and training services to homeless individuals and effective strategies for overcoming those challenges. Many of the strategies identified as effective in delivering basic skills training are relevant to the delivery of effective occupational skills training (and vice versa).

A. BASIC SKILLS TRAINING
1. Background and Challenges

The program is likely to find that basic education deficiencies need to be addressed for as many as a quarter of homeless individuals referred for occupational training. While the basic skills deficiencies and the ways they are addressed are similar for homeless individuals and other disadvantaged individuals, there are some potential barriers to providing basic skills training for homeless individuals, including the following:

- Urgency to obtain employment. Although participant assessment may indicate a need for educational remediation, the participant's circumstances may rule out this type of instruction unless some arrangement is made for income and housing support while the individual is involved in basic skills instruction.
- Past failures in educational settings or past employment history. Some individuals may have failed in previous efforts to address basic skills deficiencies (e.g., dropped out of high school or failed to complete a literacy program). As a result, they may enter programs with low self-esteem and lack confidence in their ability to succeed within an educational setting.
- Resistance to structure and requirements. As with many adults, the structure and requirements of classroom training may be something homeless individuals thought they had left behind long ago. For homeless individuals, this feeling may be heightened because of the lack of structure during their period of homelessness.

2. Strategies
A. Basic Skills Strategy #l: Develop a Step - by - Step Plan for Upgrading

Basic Skills in Line with Job Training and Employment Objectives

Tests of basic skills conducted during the assessment process (and perhaps by the referring agency) should provide our case manager with a detailed picture of the participant's basic skills deficiencies. Test results and their implications for future training and employment will be discussed with each participant. During these discussions, it will be important to gather information from the participant needed to plan the type and duration of basic skills training. Among the issues to be discussed are:

- Has the individual received basic skills training in the past? If so, when, from whom, for what deficiencies, and was the training completed? If the training was not completed, why was this the case? It is important at this point to determine whether the individual has some probability of completing basic skills training, and past performance is an indication of this.
- What length of time is the participant willing to commit to basic skills training, and what goals would the individual like to achieve? Is the proposed length and type of basic skills training sufficient for the individual to qualify for and succeed in subsequent occupational training?
- When can the individual attend training? Does the individual plan to work while attending training? Is the individual constrained in the hours he or she can attend training because of child care? Does the residence where the individual is temporarily staying place any restriction on activities or the hours in which the individual can participate in outside activities?
- Does the individual face transportation constraints, which may limit where the
- individual can attend training?

Based on these discussions, a realistic plan for addressing basic skills deficiencies will be developed. The plan will be tailored to the individual, clearly setting forth the objectives of the remediation effort, the time frame and intensity of the training, and the steps the individual is
expected to undertake to reach his or her goals.

A participant could work a full-time job and attended basic skills classes in the evening to provide enough income to get by while pursuing skills training that would lead to a better job, which would leave little time to associate with other homeless who would likely have been a negative influence, and it kept him/her too busy to even consider revisiting history of substance abuse.

B. Basic Skills Strategy #2: Wide Variety of Settings, Methods, and Timing in Arranging for Basic Skills Training

Flexibility in the delivery of this basic skills training to homeless participants. In selecting basic skills providers, the following will be considered:

- **Access open entry/exit programs.** Because a person does not necessarily become homeless at the beginning of a semester and a homeless person needs to move quickly toward employment, it is important to be able to access basic skills training rapidly (i.e., without having to wait for a new class to form in the fall or spring semester).

- **Flexible training hours.** Because homeless participants may have time-specific obligations at their housing facility, or need to work while enrolled in training, basic skills training will be available during the day and in the evening.
- **Incorporate individually-paced instruction.** Because individuals, homeless or otherwise, do not learn at the same rate, basic skills training will needs to be individually-paced.
- **Tailor methods to the individual.** Some individuals work best using pen and paper; others progress more quickly using a computer. Through coordination arrangements and/or through in-house capabilities participants will be able to utilize the methods best suited to their learning style. A blend of computer and teacher-assisted instruction may work best.

When establishing coordination agreements with providers for basic skills training, we will keep in mind that community colleges and vocational schools sometimes precede their occupational skills training with several weeks of remediation.

C. Basic Skills Strategy #3: Regularly Monitor How the Individual Is Progressing

It is important for case managers to regularly monitor participants' progress toward achieving basic skills goals. First, they may be less likely to have had successful experiences in similar types of programs in the past, and without support may not complete the training. As a result, they may require additional support Second, the lack of structure in some homeless individuals' lives may make the transition to classroom training more difficult. Regular attention from a case manager and flexibility in the delivery of basic skills may make the difference in whether a participant completes or fails to complete basic skills instruction. Third, those homeless participants who have not used their basic skills regularly, may need only a "refresher" course in basic skills. Staying attuned to the individual may enable the participant to move more quickly through basic skills training. The participant will be receive, at a minimum a monthly progress report which describes their progress from their case manager.

D. Basic Skills Strategy #4: Assure That Basic Skills Training Is Contextual
There are many training programs that teach basic skills in a "real world" context (e.g., learning multiplication through calculating sales tax as opposed to rote memorization of the multiplication tables). This type of learning has proven to be effective with students of all ages. It is particularly important for adults, who need to relearn basic skills which are frequently geared to younger students.

E. Basic Skills Strategy #5: Life Skills Training as Part of Training Program for Homeless Individuals
Individuals fall into homelessness, in part, because they have difficulty managing their

lives. No, matter how successful we may be in providing them with education and training, they are likely to become homeless again unless they improve their ability to handle the responsibilities of day-to-day living. Life skills training can incorporate a broad range of topics and will be integrated into job search, pre-employment training, occupational skills training, or basic skills training. Life skills training can be provided directly by our program. Some of the topics covered in life skills courses include:

- communication skills,
- anger management,
- self-esteem development,
- motivation skills,
- personal budgeting,
- goal setting, and
- consumer awareness.

The following several topics that may be of particular benefit to homeless participants:

- **Self-esteem training** can counter the psychological effects of homelessness. This can be particularly important for individuals who have escaped from an abusive relationship or who have been battered or otherwise abused since they became homeless.
- Building **participant motivation** through small group training and support groups, and reinforcing motivation through the case management relationship can help identify and recognize even small successes and keep participants progressing toward their goals.
- Many of the circumstances that contribute to homelessness relate to **money management.** Some homeless people lived beyond their means for too long; others did not understand which debts could be negotiated and which were inflexible. Money management training can help participants to better manage their finances in the future. It can also help participants make appropriate training choices by increasing their understanding of the implications for long-term self-sufficiency of taking an immediate job opening paying minimum wage versus enrolling in training that will lead to a higher-paying job.
- **Housing management** instructs individuals about the rights and responsibilities of renters and landlords. For example, homeless individuals who have been living in a shelter or transitional housing for a prolonged period may need to be reintroduced to the concept of living on their own. They may not understand the relationship between delinquent rent payments or destruction of property and eviction.

B. OCCUPATIONAL SKILLS TRAINING
1. Background and Challenges

The goal of occupational skills training is to upgrade participants' skills so they can secure employment with wages enabling them to be self-sufficient. Some of the distinctive challenges that employment and training agencies may face in providing occupational training for homeless individuals include the following:

- **Homeless individuals may have few resources to sustain themselves while in training.** While in training, the homeless individual needs to cope with the basic needs for shelter, food, and daily living expenses. Transportation to and from training may be a problem. *(KEO has a van to provide transportation for participants.)* They may also experience difficulties in arranging and paying for child care. Because of the circumstances that led to their homelessness, some homeless individuals do not have existing relationships with family and friends to assist them in meeting these basic needs.
- **Homeless individuals may have a strong preference for employment over training.** Because of their lack of resources and permanent housing, many homeless individuals may appear to be good candidates for training, but we may find that they are primarily interested in locating a job in the shortest time possible.
- **Homeless individuals are likely to have a preference for securing work in the shortest time possible**. They may seek short-term training or training opportunities that allow them to work concurrently.
- **Some homeless individuals may only need training to upgrade their skills**. The skills homeless individuals may have developed in previous training programs or on the job may be out-of-date or simply "rusty." For example, homeless individuals who have been incarcerated may have many years of job-related experience, but dropped out of the labor market for several years. Training programs focusing on refreshing skills may be able to move the homeless individuals quickly toward employment.

2. Strategies

a. Occupational Training Strategy #l: Tailor Occupational Training To the Interests and Needs of the Individual as Well as the Local Demands of the Labor Market

The assessment process is intended to match the participant with the appropriate training option(s). To meet the diverse needs of our homeless participants:

- assist those participants seeking part-time employment to do so in conjunction with their skills training;
- have available open-entry training programs;
- offer training courses in the evening as well as during the day;
- offer "compressed" training options, i.e., courses offered for more hours over a shorter period of time;
- arrange for on-the-job training opportunities, which provide an opportunity to combine training and wages, a necessity for many homeless individuals;
- make sure training is provided in an occupation in which there is local demand for workers; and
- when possible, offer work experience which provides an opportunity for the most needy to gain valuable "world of work" experience.

The program will stressed positive attendance and punctuality, adherence to safety standards and positive attitudes. It is important to keep the participant involved throughout the process of selecting the area for occupational skills training. Pushing a participant into an occupational training area they are not interested in or qualified for does a disservice to both the participant and our program. After making the investment in training, the participant may not seek employment in the area, or retain the job after he or she obtains employment. We will work towards matching participant interest with real job possibilities.

b. Occupational Training Strategy #2: Develop Coordination Agreements With a Wide Variety of Education and Training Providers

To accommodate the interests and needs of a participant, we will develop coordination agreements with a broad range of training providers. In developing our linkages, we will look at the occupational areas in which our participants are likely to seek training, as well as the setting in which the training is delivered. We will offer as many and as flexible methods for pursuing education and training as we possibly can (e.g., literacy programs providing both group classroom instruction and self-paced computer training).

Agreements between the our program and the service provider will clearly delineate all responsibilities. In particular for OJT's (On the Job Training) and work experience (WEX) placements. Some of the areas to be delineated include:

- prerequisite skills for individuals to participate;
- training responsibilities;
- oversight responsibilities;
- days, hours, and total duration of training; and
- responsibility for funding (OJTs and WEX).

c. Occupational Training Strategy #3: Keep Homeless Participants Moving Toward Self-Sufficiency

Homeless individuals are anxious to proceed along the path toward self-sufficiency. We will find ways to get participants into a learning situation immediately. "Down time" can be dangerous for a homeless person. Once participants have been assessed and have developed a case plan, they will have a greater chance of success if they began some type of training or education at once. Plus, getting them used to a schedule early helps acclimate them to the demands of working. This structure allows homeless individuals to access training when they are ready so there is no down time.

d. Occupational Training Strategy #4: Offer Case Management During and After Training Activities to Trouble Shoot and Provide Support

The trust relationship developed between a participant and his/her case manager may enable the homeless individual to discuss difficulties he or she is having before the difficulties become obstacles to success. A case manager may be able to identify potential problems before they interfere with a participant's progress in training. For example, a case manager who becomes aware of a participant's car problem may be able to assist in securing transportation before it interferes with his or her ability to report to work on time. Case managers can also help to resolve work-related conflicts before they escalate to the point where the participant loses his or her job. For example, if the case manager is aware of an interpersonal problem the participant is having at work, he or she can role play the situation with the participant, enabling the individual to practice how to best resolve the situation.

e. Occupational Training Strategy #5: Make Sure the Homeless Participant Has All Necessary Supports in Place Prior to and Throughout Training

Homeless participants are likely to need a variety of support services prior to and during the training period. Many of these services can be arranged for and provided by KEO's programs and other agencies in our community. Through the assessment process, these services and the appropriate provider will be identified. For example, support services may include: provision of bus pass or work clothes or arrangements our emergency shelter to save a bed until 8:00 p.m. (when our participant finishes training).

We will assume that just because an individual is referred to another agency for services, he or she has successfully obtained the requested service. There are many points at which the referral can breakdown both before the service is received and even after the participant begins receiving the service. It will be important to check on the success of the initial referral (both with the participant and the referral agency) and to regularly monitor that the participant continues to receive the service.

f. Occupational Training Strategy #6: Develop OJT Placements as an Option for Homeless Participants

On-the-Job Training (OJT) provides the opportunity for a participant to learn job-related skills, while at the same time receive wages. This strategy is particularly effective for homeless individuals in need of immediate income, but who may not have the job-related skills needed to obtain a permanent and well-paying job. OJT has the added benefit of generally leading to permanent employment and providing trainees with the opportunity to learn through a more "hands-on" approach than may be typical within a classroom setting. OJT can also be advantageous for employers. In addition to receiving a partial subsidy to offset the added costs of providing skills training, the employer is able to test the trainee over a prolonged period within the work setting to determine if the individual is productive and works cooperatively with others.

g. Occupational Training Strategy #7: Use Work Experience for Individuals with Serious Barriers to Employment

Work experience may be particularly effective strategy for homeless individuals lacking workplace experience (e.g., displaced homemakers) and for those facing formidable barriers to employment (e.g., chronic mental illness, a long history of substance abuse, or individuals with serious basic skills deficiencies). Work experience placement will enable the program to place those who otherwise would have been uncompetitive within the labor market and to provide skills training that eventually served as a bridge to permanent, unsubsidized employment.

CHAPTER 3 (PLACEMENT AND POST-PLACEMENT SERVICES) examines various strategies for assisting homeless individuals to find and retain jobs over the long term. This includes discussion of job search assistance, job development, placement, and post-placement services (such as regular contact with the participant and employer and re-placement services).

CHAPTER 4

GETTING AND KEEPING A JOB:
PLACEMENT AND POST-PLACEMENT SERVICES
The ultimate goal of most employment and training programs is for participants to secure and retain positions consistent with their training which provide wages that enable them to be self sufficient. This goal applies to homeless participants as well. This chapter identities those aspects of job search assistance, job development, placement, and post-placement services that require special consideration in assisting homeless people to secure lasting employment.

A. JOB SEARCH DEVELOPMENT, AND PLACEMENT SERVICES
1. Background and Challenges
To be successful, job search, development, and placement activities (henceforth referred to as placement assistance or services) must focus on both the participant and conditions within the labor market. From the participant's perspective, these activities involve providing encouragement, direction, and coaching to mobilize the active involvement of the participant in securing a job. In terms of the labor market, placement assistance involves understanding the availability of job opportunities appropriate to each participant, as well as developing and maintaining relationships with employers.
Some of the challenges in assisting homeless individuals with placement activities include the following:

- **Some homeless persons are difficult candidates to present to employers.** Because homelessness and its contributing factors can be so disruptive to: maintenance of a "normal life," some homeless people may have what is described to be "strange work histories." Their resumes may have large gaps, they may have few or no references, and their physical appearance may pose a serious barrier to securing employment. For example, a homeless individual may not have received dental care for many years, resulting in loss of teeth and decay. Another barrier to employment some homeless individuals face is a criminal history, which limits the types of jobs for which they can be considered.
- Some homeless participants may be constrained by the hours they are available for work. Some homeless participants involved in residential programs (e.g., halfway houses for ex-offenders or substance abusers) may have requirements, such as a curfew or chores, that limit the hours available for employment. Other participants

may continue in training while they are working, thereby limiting which hours they can devote to either training or work.

- Many homeless participants will express an urgency in securing employment. Having received minimal income while in training, homeless participants are typically ready to enter the work force and bring home a pay check once training is completed. Without appropriate job opportunities (e.g., those for which the participant was trained) readily available, the homeless participant is likely to pursue any available employment.
- Transportation can be a serious barrier to employment. Many homeless individuals do not own a car and may not have sufficient resources to ride public transportation. In addition, public transportation may limit employment options (e.g., buses may not serve some areas where there are high paying jobs).
- Homeless participants may not have an address or phone number at which employers can contact them. KEO has taken steps to solve this problem, using strategies ranging from having the agency staff take messages from potential employers to using our mailing address or computers for e-mail communication

2. Strategies

Most homeless individuals participating in an employment and training program can find a job in a relatively short period. What homeless individuals need, in particular, is to be shown effective techniques for finding job openings and be provided with other types of assistance (e.g., gasoline or bus vouchers, work clothing) that help in securing the job. Some homeless individuals -- those facing more serious barriers to employment -- may need more specialized job development and placement assistance.

a. Job Placement Strategy #l: Gather Labor Market Information

There are a number of sources available that can provide information on what jobs are available, including minimum educational and competency requirements, hours, location, wages, and benefits. These sources are include HireNet Hawaii, city/county/state government listings, job fairs, job hot lines, and listing from private business which compile job openings in specific industries. Of course, the newspaper stills provide a list of opportunities and possible employers to contact for job openings. The effort will focus on those opportunities most appropriate for our participants.

b. Job Placement Strategy #2: Identify How Homeless Participants Fit Into Job Placement Strategy

Because of the special challenges homeless participants may present, our job development strategy may differ for each homeless participant. One of the decisions our program will need to make is whether our job placement approach for homeless participants is participant directed or directed by the job developer. It is likely that we will want to use a combination of the two approaches, depending upon the barriers to employment and the tightness of the job market faced by the participant. We anticipate that of the homeless participants, if provided with support and training in effective job search techniques, could search and find jobs for themselves.

a. Job Placement Strategv #3: Strategies to Involve Participants in Their Own Search for a Job

Some important lessons to ensuring participants' effective job search included the following:

- **Provide a job search workshop.** Probably the most important strategy is to provide participants with knowledge about how to effectively search for a job on their own. The workshop will include the basics of uncovering and following up on job leads, developing a resume, interview techniques, and dealing with the stresses inherent in job search. The job search workshop includes role playing and initial contacts with employers to help individuals get over the fear of making "cold calls" and to practice their techniques for approaching employers.
- **Emphasize the "hidden" job market.** Especially in working with individuals who faced serious barriers to employment, it is essential to tap into the "hidden job market." This means looking beyond jobs advertised in newspapers and listed with private and public employment agencies. For example, by having the participant contact firms (A through Z listed in the Yellow Pages) that employed workers in the specific field in which the individual was interested (e.g., plumbing).
- **Emphasize the need to contact those who have the authority to hire**. In searching for a job within the "hidden" job market, it is important for individuals to make direct contact with those within the firm who know about job openings and have the authority to hire. This is typically not an individual within the firm's personnel department, but rather a manager within an operating department/division of the firm.
- **Provide a structure for those involved in self-directed job search.** Searching for a job should be considered by participants as a full-time job. It is important to provide a structure for those involved in self directed job search.

- **Monitor participants' progress in their job search activities.** The program may monitor the individual's job search progress on a daily basis to make sure the individual uses the most effective approaches. For example, for those who are ineffective in turning up job leads, it may be useful to monitor calls made to employers to see if the individual is contacting individuals with the authority to hire and effectively presenting their experience and skills. In monitoring, the program will provide emotional support and encouragement for participants because job search can be a frustrating process (involving frequent rejections).

d. Job Placement Strategy #4: Establish and Maintain Relationships with Employers

The key to successful job development is to establish relationships with a broad range of employers. These relationships are particularly important when working with homeless participants because of their often spotty work histories and other barriers to employment.

One key question in working with homeless participants is whether job developers should appeal to employers' sense of corporate social responsibility by marketing their participants as "recently homeless" or whether they should conceal their participants' homeless status. The program may handle this issue on a case by case basis, disclosing the homeless status of their participants if they needed to educate employers about the myths and realities of the homeless and build strong relationships with employers. Peer-to-peer marketing may be effective: an employer who had successfully hired and retained homeless job seekers may be a spokesperson to sell the program to other employers.

The first step job developers will need to take is to develop a listing of those employers likely to need employees with the types of skills our participants typically acquire. These employers will represent the broad range of occupations our participants hope to enter. Particular emphasis will be placed on developing relationships with employers who are close to public transportation. In addition, relationships are needed with a range of employers providing part-time and full-time opportunities, as well as shift work, and temporary and permanent opportunities.

We have several advantages we can use to promote our participants to employers:

- There is no cost for our job placement services (unlike some employment agencies).
- Our program screens all individuals prior to referral to the employer.
- Job applicants have been trained and have access to the support services necessary for them to retain employment. We will let the employer know that we offer follow up services as well.
- We have individuals who are ready to be placed immediately
- If someone is placed and does not work out, we have other qualified trainees who we can refer.

To maintain relationships with employers, it is important to understand the requirements of employers for each specific position. Our program will only send candidates who meet the employment criteria and have addressed the issues that could interfere with a successful employment experience. We will also periodically contact employers to see how the placement is working out. This will enable our program to maintain the employer as a referral source (because they know we stand behind our placements) and also gives us the opportunity to inquire about new job openings.

e. Job Placement Strategy #5: Job Developers Need to Work Closely With Case Managers

Job developers will work closely with the case manager. In addition, if possible, the job developer may want to contact other individuals who would be able to provide useful background information about the participant (e.g., staff at the participant's shelter facility or a case manager at the program or agency that referred the individual). The job developer needs to understand not only the individual's training and job-related skills, but other issues related to the individual's motivation levels and behavioral issues. For example, there may be behavior problems or personal issues (such as past substance abuse problems or inability to get along with others) that the participant may not readily share with the job developer, but which the individual was: willing to share with the case manager once they had established rapport. Simple up-front communication with the professionals who know the participant the best can go a long way toward assuring successful placement and retention.

f. Job Placement Strategy #6: Job Development Before Training is Completed
Beginning job development and placement activities in the weeks leading up to the end of training can help ensure that participants have a job waiting for them when they complete training. The job developer will meet with the participant at least several weeks before training is completed to discuss job search strategies. Homeless individuals, in particular, are likely to want to find a job as quickly as possible after training is completed. If a job is not waiting for them, they may settle for a position that does not use the job-related skills they developed or provide a wage that is adequate to promote long-term self-sufficiency. Furthermore, the less time that lapses between the end of training and the start of employment, the less likely they will be to fall back into the problems that may have contributed to their homelessness.

g. Job Placement Strategy #7: Support in Place to Assist our Homeless Participants to Secure Employment
When the participant is ready to begin and continue working; any barriers to regular work attendance should have been taken care of prior to placement. Some of the necessary support services include transportation vouchers (bus pass or gas cards), work clothes and equipment, and child care. In addition, participants may need assistance improving their personal appearance and hygiene. Without money for basic needs like shelter and food, many homeless people have disregarded personal appearance, such as teeth, eye glasses, and clothing. No matter how well trained, without an appropriate personal appearance, our participant will be unlikely to secure a job. There are resources in our community that are able to provide these services at no or reduced cost to our program.

Specific subpopulations, including ex-offenders, the chronically mentally ill, and women fleeing domestic violence, may need additional assistance in securing and retaining employment. For example, in working with participants with a criminal history, our job development strategy will include knowing which of our participants have such a history and identifying employers who are more sympathetic, or at least less concerned with a criminal history.

B. POST-PLACEMENT SERVICES

1. Background and Challenges
Particularly for homeless people, initial job placement may only be a step toward eventual self-sufficiency. The purpose of post-placement services is to ensure a smooth transition from training to employment and to provide needed supports to assure job retention. Post-

placement follow-up can be conducted with the participant, the employer, or both. They can consist of telephone contact or in-person contact in our office, at the place of employment, or at the participant's residence.

These services are particularly important for homeless participants because sometimes the behaviors and circumstances that contributed to the participant's homelessness can recur once that participant moves out of the support system the program and case management relationship provide. Some special considerations when providing post-placement services to homeless participants include:

- **Lack of a permanent address**. Follow-up contact with some homeless participants can be more difficult because of their lack of a permanent address. The address a participant gave at the time of placement may not be his or her address one month after placement; homeless individuals are continually trying to upgrade their housing situation. We may need to contact them at their place of employment (which may have its own set of complications); although these contacts as well because homeless individuals often upgrade or change their employment.
- **Reluctance to seek or accept support.** Many homeless individuals, once employed want to put their period of homelessness behind them. They may be unwilling to contact our program for help and may even be reluctant to accept calls from our program and/or additional help we may feel they need.
- **Behavior problems may emerge once the participant becomes employed.** Once the individual becomes employed and/or moves into unsubsidized housing, the problems that contributed to homelessness may re-emerge. Some participants may let down their guard when they start receiving paychecks and revert to behavior that led to homelessness (e.g., started to drink again). Also, the stress of working, development of new relationships on the job, and poor communication skills may lead to problems and misunderstandings in the workplace.

a. Post-Placement Strategy #l: Broad Array of Post-placement Services to Meet the Diverse Needs of our Placed Participants

Post-placement services will be tailored to the individual's needs and can include the following:

- visits to participant's place of residence or in our office to provide job support, structure, and referrals for needed material services;
- ongoing peer support groups for placed participants to identify problems they are experiencing that could affect their employment, and to develop solutions and identify resources to help resolve the problems;
- re-placement services;
- continuing life skills classes (e.g., sessions on adjustment to the workplace, handling work-related stress, and budgeting);
- material assistance, such as transportation assistance, stipends to assist participants until they receive their first pay check, and replacement tools;
- housing stabilization services;

- contact with employers to discuss participants' work performance, attitude, attendance, and punctuality; and
- program graduates as mentors for current participants in our training program

We may not be able to provide a full range of post-placement support services to each placed participant. We will take the time to understand each participant's situation, including the services received in the past. This may involve talking with the participant's manager (if different from the post-placement case manager), the referring agency case manager, and possibly the employer. Identify needed services, and then prioritize those most needed to assure employment retention.

b. Post-placement Strategy #2: Provide Emotional Support as Well as Material Support

"Self-efficacy -- confidence in one's capability to perform specific, challenging behaviors -- is a valuable cognitive contributor to successful performance of such behaviors."[1] In other words, believing that you can accomplish what you set out to do will help you to do so. The cited study found self-efficacy to be an important factor in successful job search among disadvantaged individuals. Some homeless participants have no family supports, and the peer supports they do have are sometimes not good influences on maintaining employment. The relationships they have made through their involvement with our program may be a critical (and perhaps their only) source of support in their search for employment.

These relationships can be particularly important at the start of a new job, which is stressful for everyone and can be exacerbated for the homeless (who may have had unsuccessful experiences in the past or who are unaccustomed to the structure the job requires). A case manager/job counselor can help instill a sense of confidence by providing ongoing support, being aware of the job expectations for the participant, assisting with problem solving, and assessing additional, support needs.

Support groups can also be a source of emotional support, easing the transition into the work force by allowing individuals with similar strengths and deficiencies to share their problems and solutions with one another. Group dynamics can play a significant role in assisting participants to deal effectively with a variety of personal and external barriers to employment. We hope that attendance will be gained by holding meetings either before or after usual work hours and if food was provided.

c. Post-placement Strategy #3: Being Creative and Persistent in our Approach to Contact the Placed Participant

Some of our homeless participants may be difficult to contact or be reticent to respond to our contacts and available post-placement services. We may need to access participants

[1] "The Relationship of Psychological Resources and Social Support to Job Procurement Self-efficacy in the Disadvantaged," Suzanne L. Wenzel, Journal of Applied Social Psychology, 1993, 23(18), p. 1471.

through their employers (discretely) or in the evening at their residences. The contact will be frequent during the initial four weeks after placement and then can likely taper off.

d. Post-placement Strategy #4: Encourage Placed Participants to Pursue Additional Skills Training

As discussed earlier, many homeless individuals are anxious to secure employment because of their lack of financial support and stable housing. As a result, they may not obtain needed skills training to secure a job which provides a living wage. Through on-going post-placement contact, we may be able to encourage the placed participant to enroll in skills training concurrent with employment. It is important to become aware of skills training needed to advance in the participant's current job or in the employment area identified through the objective assessment process, and of places to access the training which meet the participant's time constraints. The participants receiving post-placement training will ensure retention rates.

e. Post-Placement Strategy #5: Being Prepared for Some of our Homeless Participants to Need Placement Services Again

Many homeless participants are anxious to enter employment, and their initial job placement may not be one in which they stay for long. Some participants, once they secure employment and have a pay check coming in, may be willing to pursue more lasting employment or employment that builds more on the training they received. Others may have difficulty in adjusting to their work environment and as a result may not retain their job. With some additional support and problem solving, these individuals should be ready to pursue another placement. The case manager/job counselor will be prepared to provide job placement services similar to those provided for the initial placement.

CHAPTER 4 (HOUSING AND SUPPORT SERVICES) examines the critically important range of housing assistance and support services which may be needed by homeless individuals. This chapter identifies the most commonly needed services for homeless people (beyond employment related services) to be able to secure and retain employment.

CHAPTER 5
THE FINAL INGREDIENTS:
HOUSING AND OTHER SUPPORT SERVICES

This chapter describes the types of housing assistance and other support services homeless persons are likely to need during their participation in our employment and training program. Housing assistance is set forth in a separate section in this chapter because of its importance as a support service for homeless persons. Our experience suggests that the provision of a continuum of housing assistance is a critical element if homeless individuals are to be served effectively.

In addition to housing assistance, this chapter talks about the range of support services likely to be needed by homeless persons participating in employment and training programs. The underlying theme throughout this chapter is that employment and training programs can provide the support services needed to assist homeless individuals in securing and retaining employment through linkages with public and private housing and other support service providers.

A. HOUSING SERVICES

1. Background and Challenges

Any program planning to provide education and training services to homeless individuals needs to make a range of housing assistance services and resources available either directly or through referrals. The program is unlikely to achieve success in training and placing homeless individuals in jobs unless they have a place to live. For example, homeless individuals need a place where they can safely leave their possessions and where they can shower and dress for work or training. While the need to incorporate housing strategies into the overall individualized service strategy may seem obvious, it is not necessarily one of the services with which employment and training programs are familiar.

Before we begin describing the challenges and strategies in providing housing assistance, it is important to understand the range of housing options and types of housing assistance. KEO is at an advantage and benefit to the clients having a continuum of housing opportunities in place such a emergency homeless shelter, transitional housing, subsidized permanent housing and a housing placement program. The continuum of housing alternatives includes four major types:

- KEO's **Mana`olana emergency shelter** typically provides a place to sleep. Residents arrive at a specified time (5:00 p.m.) and must leave the next morning by a specified time (7:00 a.m). Generally, admission to shelters is open, but stays are either on a first come/first served basis or can be limited to a maximum of 19 person and 42 days. While the shelter primarily focus' their efforts on providing temporary shelter, they also provide some referral services (e.g., for clothing, health care, or transportation services) and provides case management.
- **Transitional housing** provides housing for a time-limited period (maximum of 24 months) and is intended to serve as a bridge from emergency shelters to permanent housing. *KEO has 8 2-bedroom units, 8 1-bedroom units and a group home with 5 bedrooms for singles or couples. Our transitional housing has a case manager to assist with information and referral and case planning.*
- **Subsidized permanent housing** provides publicly-funded housing assistance through programs, such as the Section 8 Existing Housing Program (under which qualified participants receive certificates to pay for a portion of their rent), and locally-administered public housing programs. As long as eligibility requirements are met, there is no time limit on the length of stay in these subsidized units. *KEO currently administers the Shelter Plus Care program which subsidizes rent for chronic homeless singles who are in substance abuse recovery program*

- **Unsubsidized permanent housing** includes the rental or purchase of housing units on the open market. Individuals may remain in unsubsidized permanent housing as long as they meet the requirements of the rental or purchase agreement. *We administer the Homeless Prevention and Rapid Re-housing program which assists homeless and at-risk individuals in obtaining and maintaining permanent rental housing with temporary financial assistance with rent and/or security deposit for up to 3 months to 18 months*

We may face a number of challenges directly providing or arranging for housing assistance for homeless participants.

- **Housing assistance can be costly, particularly when it involves partial or full payment of rental assistance over a prolonged period.** On Kauai, a one bedroom can cost $850 or more a month.

- **The demand for housing (e.g., vacancies in emergency, transitional, and subsidized permanent housing units) far exceeds the supply.** For example, there may be few openings in transitional housing facilities for low income or homeless individuals. Waiting lists for subsidized housing, such as public housing or Section 8 Existing Housing, is very long (a year or longer).

2. Strategies
We cannot underscore the importance of understanding and effectively addressing each homeless individual's housing situation before he or she enters education, training, and employment. What follows are more specific strategies for assisting homeless participants to obtain needed housing assistance.

a. Housing Strategy #l: Understanding Local Housing Environment and the Needs of Participants: Develop a Plan Consistent with Both
Understanding the housing environment on Kauai will involve a careful assessment of. (1) the range of housing needs of homeless participants and (2) the availability of housing and housing services through other service providers. We will determine housing needs and problems faced by homeless participants, which are likely to vary considerably by individual. For example, some homeless individuals with past problems of substance abuse or mental illness may need a supportive housing situation, which provides regular case management and monitoring of their situation. Other homeless individuals may need references and sufficient financial resources so they can rent an unsubsidized housing unit. Still others may need referrals (and advocacy) so they can obtain transitional housing or Section 8 certificates or gain entry into public housing units.

Also of importance in working with homeless individuals is understanding the availability of housing and housing services, including:

- the local housing market (e.g., the cost, availability, and location of subsidized rental units);

- the range of other emergency and transitional housing facilities within the community, including types of facilities, eligibility requirements, methods for referral, and availability of slots;
- the types of subsidized rental assistance and units within the community (e.g., public housing, Section 8 Existing Housing, etc.), including types of agencies providing assistance, eligibility requirements, methods of referral, and waiting lists/availability of slots; and
- the range of other housing assistance available in the community, including rental assistance (e.g., first/last month's rent, security deposit), furniture, and utility assistance services.

While conducting an assessment of participants' needs and the availability of housing resources, employment and training programs will be careful not "to re-invent the wheel." Much of the information needed is already available from other public and private sector agencies. Local agencies that may be able to furnish helpful information include: (1) the local housing authority; local public assistance agencies (e.g., state or local departments of human services or social services); and nonprofit social service agencies, such as Salvation Army.

Once this information has been collected and reviewed, we will need a plan for providing or (more likely) arranging for homeless participants to receive the types of housing services/assistance they need to be successful in training or employment. The housing assistance plan will cover the range of assistance services that will be provided to homeless individuals both directly through our program and through KEO's programs and other local service providers, with particular emphasis on provision of (1) emergency shelter, (2) transitional housing, (3) subsidized housing and rental subsidies, (4) counseling on housing alternatives, and (5) security deposits.

b. Housing Strategy #2: Coordination Agreement with Agencies in the Community That Provide the Range of Housing Services Participants May Need
To access the housing assistance resources that our participants are likely to need, our program will establish either formal or informal agreements for the provision of services. Formal agreements clearly set forth each agency's role and responsibilities, reducing confusion and structuring accountability. One way of developing the linkages we need to serve our homeless participants is through the Kauai Homeless Alliance, the local coalition on homelessness.

c. **Housing Strategy #3: Carefully Assess the Housing Needs of Each Homeless Participant During Assessment and Tailor a Plan that Effectively Addresses His/Her Specific Needs**
As part of the assessment process, it is important to carefully consider the housing situation and needs of homeless individuals. We have found that success in job training and job placement/retention was associated with stabilizing the housing condition of homeless participants (i.e., at a minimum, getting individuals off the street and into emergency shelters and preferably transitional facilities).

d. Housing Strategy #4: Make Referrals Based on Housing Needs and Follow Up on Referrals

Once housing goals and resources have been identified, our employment and training program will make appropriate referrals to the collaborating agencies providing the housing assistance. As with any support service, we need to make sure that participants follow up on the referral and that they obtain the requested services from the linked organization. It also may be the case that while the individual follows up on the referral, the agency receiving the referral may not be willing or able to provide the service. Hence, we will need to follow up on the referral with both the participant and the housing program or service providers to whom the participant is referred. It is also important to follow up with the participant and the linked service provider periodically after the individual begins to receive the service. Problems may arise (e.g., failure of the individual to get along with others in the housing facility, failure to make rent payments on a timely basis, or disruptive behavior) which need troubleshooting before they become bigger problems.

B. OTHER SUPPORT SERVICES

1. Background and Challenges

Support services, while not our program's primary focus, will be crucial to success for homeless participants. Transportation, child care, health care, and other needs can prevent a homeless participant from completing training or maintaining a good job placement. We will provide support services in a variety of ways, both directly and through referral. Transportation, for example, will be the most commonly provided support service through KEO by using a van we have designed for employment purposes, bus pass or gas cards for participants. Other support services to be provided, either directly or through referral, included food/meals, selfesteem/motivation/attitude adjustment training, personal needs, and clothing/work equipment.

Some considerations related to providing support services to homeless participants follow.

- For homeless participants, support service needs are often wider in scope and more pressing. For example, rather than just needing some presentable work clothing, they may need virtually an entire wardrobe. The intensity of need tends to vary depending upon how long an individual has been homeless, as well as how effectively he or she has been stabilized prior to enrolling in the job training program.
- One of the challenges employment and training agencies must face in serving homeless people is to ensure that the homeless participant has some means of support during the training period. Without some financial support (e.g., public assistance or a part-time job), it is difficult to complete occupational skills training.

- The need for substance abuse and mental health treatment services is likely to be more prevalent among the homeless population. Accessing these services in a timely manner, though, is often difficult.

2. Strategies

a. Support Service Strategy #1: Coordination Agreements With Agencies in the Community to Provide the Range of Needed Support Services

To ensure that support service needs do not interfere with successful completion of employment and training activities, our program will d address these needs, either directly or through referrals to community agencies. For those service needs our program or agency is unable to provide directly, we will develop interagency coordination and referral agreements with the appropriate community agencies. Although many case managers develop interpersonal relationships with other service providers, both within and beyond their own agencies, that help them access services for their clients, a more effective system is interagency agreements, so that the arrangements have support at the policymaker level and are not solely dependent on staff relationships. (See Housing Strategy #2 above.)

b. Support Service Strategy #2: Assess Support Service Needs On An Ongoing Basis
An ongoing, client-centered assessment strategy, that begins at intake and continues throughout our involvement with the participant, can help assure successful outcomes by identifying new support service needs.

c. Support Service Strategy #3: Assist Participants in Accessing Support Services For Which They Are Eligible
Assisting participants to qualify for and enroll in whatever income support and health services programs are feasible and appropriate can make the difference between completing and not completing training. This is a role for case managers, but they can only perform it well if they are trained and informed about the variety of federal, state, and local options. For example, many homeless participants are eligible for MedQuest or could access medical services through the Kauai Community Health Center or other services specifically for the homeless. Food stamps, TANF for people with children, and general assistance for the homeless and other poor who do not qualify for AFDC, are options for subsistence and income. In addition to training case managers on the variety of services available to the homeless, our program will provide a brief reference manual with information on programs, social service organizations, contact names, and phone numbers. Our program will develop the manual of organizations serving the homeless.

d. Support Service Strategy #4: Addressing Transportation Needs Either Directly or Through Referral
We plan to assist most participants with transportation, both during training, job search and possibly during the initial period of employment. KEO has a van for this purpose and

will provide transportation to and from job application and job sites. Specific strategies will vary according to the participant's access to a vehicle or availability of bus service time or service area as a very basic need when the participant obtains employment. We will also try to be realistic about the impact of transportation when identifying training, transitional housing, and employment options for participants; an overly long and difficult commute can sabotage the best employment placement.

e. Support Service Strategy #5: Coordinate With Substance Abuse and Mental Health Treatment Programs

The need for substance abuse and mental health treatment is likely to be more prevalent among the homeless than among the general population. We may refer applicants with substance abuse problems for treatment to agencies specializing in that service, and then waited to enroll people once they were solidly "in recovery." Referrals for substance abuse and mental health treatment -- particularly residential treatment – may involve long waiting lists.

2. The applicant shall provide a projected annual timeline for accomplishing the results or outcomes of the service;

   The following is the projected annual timeline for accomplishing the results or outcomes of the service.

Activity Date	Program Activities & Strategies	Program Outcome
7/2010	Recruit & hire staff	Staff recruited
8/2010	Staff training	Staff trained in KEO policies & procedures. Staff trained in curriculum.
9/2010-ongoing	Recruitment and outreach campaign	Information provided to the public and target population
9/2010–ongoing	-Recruitment -Screening of clients to determine eligibility and appropriateness of program	Clients screened and 200 are determined to be eligible.
9/2010-ongoing	Enrollment	200 clients enrolled
10/2010-ongoing	Job Training	100 clients complete training
10/2010-ongoing	Job Search, Job Counseling, Support Services	75 clients obtain employment
2/2011-ongoing	Job Retention	70% of clients retain employment

3. The applicant shall describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

KEO has a centralized intake process that collects all data pertaining to clients. This is a one-stop process that enables a client to have access to the multiple services that the agency has to offer. There is a written documentation **(Intake Manual)** on the procedures for the Intake Worker to follow. The intake process requires client documentation which includes income and household verification, needs assessment, case notes, authorizations and other program requirements in order to determine eligibility based on the criteria in accordance with program proposal and contract. All applications are reviewed and approved by the Administrative Officer and the Fiscal department is charged to control access to central client files to ensure quality. The information is recorded both electronically and in hard copy files which are kept in secured files which are backed up on a daily basis. A copy of the backed up record is sent to a secured site off premise weekly.

KEO's internal reporting procedures require Program Directors to submit **monthly agency reports** of program progress towards performance goals and objectives due by the 8th of each month to the CEO, Administrative Officer and Planning Director. The written report includes statistical and narrative sections with information required for contract required reports and CSBG reporting requirements. The report is developed by the Program Director who works with Planning Director, Administrative Officer and Fiscal Officer for every program contract awarded to KEO. The Job Training and Employment program would include actual accomplishments (number of clients completed training, number of clients who obtained employment, number of clients maintaining employment,etc) which are documented and compared with the performance goals and any deviation or problems could be worked out to ensure quality and timely accomplishments of the project. These reports are reviewed during the weekly management meetings to ensure that performance outcomes are being met. In addition, the Fiscal Officer distributes **monthly financial reports** and conducts with the CEO, a monthly financial meeting individually with Program Directors on the 2nd Friday of each month, to review program operation and financial status. This is to ensure that the program is meeting goals and outcomes; within the budget set forth in the proposal and contract; and to identify, resolve problems and make improvements as needed.

The Board of Directors are also provided monthly and quarterly agency and program contract reports as well as a **Board Financial Report**. The Board Program Evaluation Committee meeting includes a review of **monthly agency reports** and Program Directors are invited to attend on a regular basis to report significant accomplishments or how problems or concerns are being resolved. The Board Finance Committee meeting includes a review of the **Board Financial Report** by the Fiscal Officer at which time committee members request information about the balance sheet and specific budgetary concerns. KEO also complies with reporting requirements of the funding agency such as quarterly and final program reports. Reports follow standards and time frame as measure of program outcomes. Private and government audits are also conducted on a yearly basis and results are documented.

KEO follows reporting guidelines specially in identifying realistic and achievable goals for the program. The guidelines serve as an output performance or measurement of progress thereby meeting the need and proper delivery of services. KEO will closely monitor the program and conduct surveys throughout the training and follow to establish rapport with the participants and for review to make changes as needed. KEO will collaborate with our internal agency programs, organizations outside our agency, and the Kauai Homeless Alliance to determine that the program is meeting its objectives.

KEO will comply with monitoring requirements conducted by the State agency through which grant funds are appropriated which may include an annual on-site visit and review of client files, program and financial records.

4. The applicant shall list the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

KEO proposes the following common outcomes and measurable performance/outcomes that it expects to achieve.

Common Outcome	Program Outcome	Indicator	Proposed
1. Increased Access to Services	Clients enroll in the program	Number and percent of clients enrolling in the training program	**250**
2. Increased Participation/ Attendance	Clients enroll in the program	Number and percent of clients still enrolled after the first week of training	**125/50%**
3. Build Skills/ Knowledge	Increased skills	Percent of clients passing job skill competency exams on initial attempt after completing course	**60**
4. Build Skills/ Knowledge	Increased skills	Number of supplemental support hours utilized per client (on coaching, counseling)	**20**
5 Program Completion	Increase program completion rate	Number and percent of clients who complete the training	**100/80%**
6 Increased Employment	Increased employment Options	Number of job interviews per client	**2 (200)**
7 Increased Employment	Increased employment Options	Number of job offers per client within the first 3 months of program completion	**80**

8 Increased Employment	Increased employment options	Number of clients who accept a job offer	**75**
9 Increased Employment	Increased employment options	Number of employer partners; percent of employer partners offering jobs to clients	**15/80%**
10 Increased Employment	Increased job placement	Number of homeless placed in jobs	**70**
11 Increased Employment	Increased job placement	Percent of clients placed in jobs	**88%**
12 Increased Employment	Increased sustainable employment/retention	Percent of clients in same job after 3 months of being placed	**70%**
13 Increased Employment	Increased sustainable employment/retention	Percent of past clients still working after 6 months	**60%**
14 Increased Employment	Increased sustainable employment/retention	Percent of past clients still working after 12months	**50%**
15 Economically Empower Individuals	Increased earnings	Average hourly wage of clients who became employed after training	**$12.00**
16 Economically Empower Individuals	Increased earnings	Percent of clients receiving health care benefits, as part of their wage package	**50%**

III. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.

Attached are the following budget forms as applicable, detailing the cost of the request

Budget Request by Source of Funds
Budget Justification: Personnel – Salaries & Wages
Budget Justification: Personnel – Payroll Taxes, Assessments & Fringe Benefits
Budget Justification: Equipment & Motor Vehicles

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2011-2012.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
55,987	55,986	55,986	55,986	223,945

3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2011-2012.

We have not applied to another other funding sources for this program for the fiscal year 2011-2012. We may apply if we find an appropriate funding source.

IV. Experience and Capability

A. Necessary Skills

For nearly 46 years, KEO has provided a wide range of health, social service, educational and employment services that help to alleviate the conditions of poverty and allow disadvantaged individuals and families to attain social and economic self-sufficiency. KEO currently administers and coordinates over 20 separate programs that target Kauai's low- income individuals and families. These programs include emergency assistance, housing, childcare, employment training, life skills, nutrition, small business development, and energy programs. Over the past 45 years, the agency has generated and fiscally administered more than $66 million dollars of Federal, State, County, and private funds.

Kauai Economic Opportunity, Inc. (KEO) administered the Employment Core Services for Low-Income Persons Program (ECSLIP) from 1999 to 2009 and is familiar with the Milestone Payment System introduced in 2005. During the last biennium period, ECSLIP staff has conducted over one hundred thirty (130) formal assessments to income eligible individuals in order to determine one's skills and abilities, interests, personality, health and personal needs, as well as identify specific individual and family barriers. Individual or family barriers are basically most identified as lack of educational training, transportation, perseverance to work, child care, permanent housing, family support, and some basic needs that would impede their ability to work. ECSLIP staff showed sincere interest in the client by listening, conversing, and following through well with clients' wants and need. ECSLIP staff show outstanding ability to identify ways to improve productivity and efficiency, job skills, and knowledge to implement for the success of the clients. As certified instructors of the Adkins Life Skills Program Career Development Series, staff members conducted classes in a group setting and/or one-on-one. ECSLIP staff built a rapport with a variety of representatives from private businesses, corporations, unions, hotels and resorts to refer prospective employees/participants for jobs. Moreover, to assist with eliminating or decreasing barriers, ECSLIP staff worked collaboratively with over twenty community agencies, faith-based and local organizations to provide additional resources and assistance. The program was regularly invited to attend Job Fairs and Resource Fairs organized by Workwise! as well as others offered in the community by community agencies as well as private employers. The staff highly encouraged program participants to attend and complete applications at these events. Networking and connections were also developed with employers to provide information for program participants. The ECSLIP staff consisted of one (1) Program Director and one (1) Coordinator.

Most recently KEO provided assistance through our Homeless Barrier Removal Program funding through Community Services Block Grant ARRA funds. The program staff navigated homeless clients through barriers such as obtaining documents such as birth certificates, photo identification, etc. as well as employment assessment, counseling, job search and supports, (ie. bus pass, gas card, child care payment). In the short 4 month period the program was operation the program staff assisted 10 individuals to obtain employment and 6 individuals to increase their earnings.

KEO staff are required to be proficient in the Shah Client Tracking Software. KEO is using this Tracking System as Centralized Intake Processor to collect demographic data pertaining to clients. The software is also able to track client referral and services as well as outcomes by milestones. KEO Intake is a one-stop process that enables a client to have access to the multiple services that the agency has to offer. The Shah system is also able to calculate the household percent of poverty level by entering income verification information submitted by the client.

B. Experience

Past programs and contracts pertinent to proposed services:

Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Laurie Hirohara
Contact Information:	830 Punchbowl Street, Room 420 Honolulu, HI 96813 808-586-8675
Contract/Program Title:	CSBG-ARRA Homeless Barrier Program
Contract Period:	FB 2010
Funding Amount:	$352,690
Performance Outcomes:	(See Attachment D: Performance Outputs and Outcomes)
Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Michael Hane
Contact Information:	830 Punchbowl Street, Room 420 Honolulu, HI 96813 808-586-8675 Michael.Y.Hane@hawaii.gov
Contract/Program Title:	Employment Core Services for Low-Income Persons
Contract Period:	FB 2007 to 2009
Funding Amount:	$107,500
Performance Outcomes:	(See Attachment D: Performance Outputs and Outcomes)

Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Michael Hane
Contact Information:	830 Punchbowl Street, Room 420 Honolulu, HI 96813 808-586-8675 Michael.Y.Hane@hawaii.gov
Contract/Program Title:	Employment Core Services for Low-Income Persons
Contract Period:	FB 2005 to 2007
Funding Amount:	$164,450

Performance Outcomes:	(See Attachment D: Performance Outputs and Outcomes)
Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Jamesner Dumlao
Contact Information:	830 Punchbowl Street, Room 420
	Honolulu, HI 96813
	808-586-8675
	jamesner.a.dumlao@hawaii.gov
Contract/Program Title:	Employment Core Services for Immigrants
Contract Period:	FB 2005 to 2007
Funding Amount:	$71,500
Performance Outcomes:	(See Attachment D: Performance Outputs and Outcomes
Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Dennis Doi & Michael Hane
Contact Information:	830 Punchbowl Street, Room 420
	Honolulu, HI 96813
	808-586-8675
	Michael.Y.Hane@hawaii.gov
Contract/Program Title:	Employment Core Services for Low-Income Persons
Contract Period:	FB 2004 - 2005
Funding Amount:	$81,000 each FY
Performance Outcomes:	(See Attachment D: Performance Outputs and Outcomes)
Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Ricky Oshiro
Contact Information:	830 Punchbowl Street, Room 420
	Honolulu, HI 96813
	808-586-8675
Contract/Program Title:	Employment Core Services for Low-Income Persons
Contract Period:	FY 2003-2004
Funding Amount:	$131,218
Contracting Agency:	Office of Community Services (OCS)
Contact Person:	Paul Pladera
Contact Information:	830 Punchbowl Street, Room 420
	Honolulu, HI 96813
	808-586-8675
Contract/Program Title:	Employment Core Services for Immigrants
Contract Period:	FB 2004-2005
Funding Amount:	$40,000 each FY
Performance Outcomes:	(See Attachment D: Performance Outputs and Outcomes
07/01/99 - 6/30/03	Office of Community Services (OCS)

	Employment Core Services for Low-Income Persons
07/01/99 – 06/30/03	Office of Community Service (OCS) Employment Core Services for Immigrants

Other programs and contracts pertinent to proposed services:

09/01/01 – present	Office of Community Services (OCS) Horticulture Training Program
07/31/98 – 06/30/99	Department of Human Services, Benefit, Employment and Support Services Division First-To-Work Program
07/01/89 – 06/30/95	State of Hawaii, Office of Youth Employment Training Program
10/01/91 – 06/30/94	Office of Community Services Family Child Care Training Program
07/01/88 – 06/30/97	Office of Community Services Family Development for Low-Income Persons Program

B. Facilities

KEO Administration Office is located at 2804 Wehe Road, Lihue, Kauai HI 96766. Located in the office is the central intake where the preliminary process is done for all KEO service program applicants. All applicants are required to come and submit all documents at the office. Lihue is the main town on Kauai and it is the central location for other special resources to meet the needs of the community. The building meets Americans with Disabilities Act (ADA) requirements and is within walking distance to a bus stop. The Kauai Bus also provides para-transit door to door service for those with disabilities.

The office hours are 7:45 a.m. to 4:30 p.m. Monday to Friday except when closed in observance of State and Federal holidays.

The Job Training and Employment Program for Homeless Persons Program Director will administer the program from our main office. The program staff will be meeting with participants at our main office or at the Center for Excellence located next to our main office at 2808 Wehe Road. The training center is in a building located at Mana`olana where we also have on the property our homeless emergency shelter and 8 transitional housing units. We also have a kitchen and cafeteria in this building where we provide meals for the emergency shelter residents. This building also meets ADA requirements.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

Program staffing under this contract will consist of the following positions.

1- Employment Services Director (1.0 FTE) – Directs and coordinates the Job Training and Employment Program, providing services to homeless individuals. Supervises staff, plans, organizes and implements program objectives in coordination with Agency objectives. The position is vacant and will need to be filled upon award.

2- Job Training and Employment Coordinators (2 FTE) – Provides case management which includes employment readiness, technical training, career planning, job development and job placement assistance and referral and retention services for homeless. These two staff have yet to be hired. The job description for this Coordinator position includes a minimum qualification of BA Degree or comparable experience and with experience working with the public, preferably within the human resources or social service field.

3- Job Developer (1 FTE) - The job developer creates employment opportunities for participants by identifying, developing, and maintaining relationships with local businesses and organizations that are potential employers of homeless clients. The developer is responsible for creating promotional materials for employment and education programming to outreach to and recruit community members in order to expand the pool of appropriate job placements. This position is dedicated to managing external employer relationships, but also disseminates information internally to keep staff informed on employment opportunities and trends on Kauai. This staff have yet to be hired. The job description for this Coordinator position includes a minimum qualification of BA Degree or comparable experience and with experience working with the public, preferably within the human resources or social service field.

The Chief Executive Officer (CEO) is responsible for the administration of the over-all legal, financial and program operations of the agency. The Fiscal Officer, Administrative Office and the Program Directors report directly to the CEO. The CEO is the longest-staying personnel at KEO with 37 years of service and has proven herself to be a very good administrator of the agency.

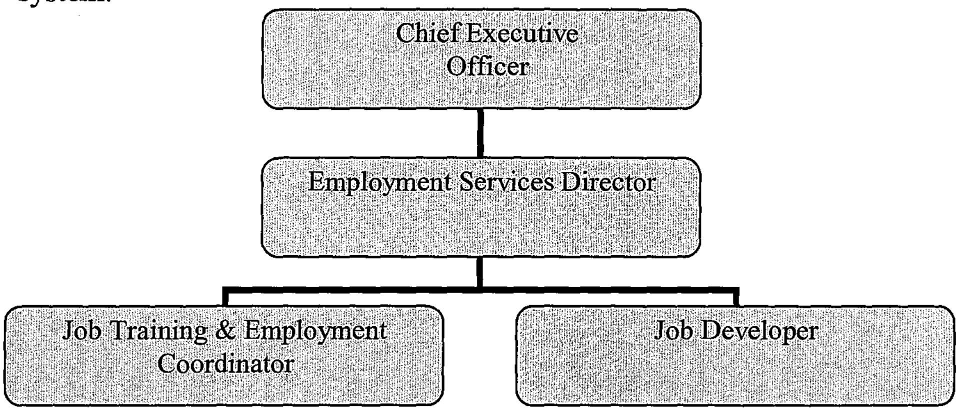
The Fiscal Officer is responsible for the administration of all financial operations of the agency, providing the fiscal support for all KEO programs and the supervision of the fiscal staff. All financial transactions are approved by the Fiscal officer and the CEO. The Fiscal Officer has been with KEO for over 26 years.

The Administrative Officer supervises the human resources operation of the agency and along with the administrative staff, provides administrative support to KEO programs. She has been with the company for almost 17 years.

Following KEO's Personnel Policies and Procedures Manual, jobs are posted in-house first to give current qualified employees an opportunity to transfer to a new position. After one week the job notice is posted outside the agency. All job applicants must complete a KEO Employment Application, the Administrative Officer screens the application to determine if they meet the minimum qualifications, the Director and Administrative Officer conducts interview of all qualified applicants using a standard of questions compiled for each individual position. Once interviews are completed reference checks are conducted prior to recommendation for hire being submitted to the CEO for approval. As a condition of hire the potential employee is scheduled to complete a physical and drug screen clearance and provide documents required for employment. Once clearance is obtained new hires must attend a orientation that includes a review of KEO's Personnel and Financial Policies and Procedures Manual. The orientation includes an overview about KEO's programs conducted by each Program Director.

B. Organization Chart

Please see the **Program Chart below** and attached please find the "Organization-wide" chart. The chart will illustrate direct job responsibilities for easy reporting system.



VI. Other

A. Litigation

KEO is not a party to any pending litigation, including the any outstanding judgments.

B. Licensure or Accreditation

There are no special qualifications that KEO or the program is required to possess relevant to this request.

Attachment A

Applicable Budget Foms

BUDGET REQUEST BY SOURCE OF FUNDS

(Period: July 1, 2011 to June 30, 2012)

Applicant: Kauai Economic Opportunity, Incorporated

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	125,884			
2. Payroll Taxes & Assessments	15,308			
3. Fringe Benefits	49,853			
TOTAL PERSONNEL COST	**191,045**			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance	3,000			
3. Lease/Rental of Equipment	500			
4. Lease/Rental of Space				
5. Staff Training	2,000			
6. Supplies	600			
7. Telecommunication	750			
8. Utilities	500			
9 Postage	400			
10 Publication & Printing	800			
11 Repairs & Maintenance	1,250			
12 Program Supplies	2,000			
13 Audit Services	1,200			
14 Pre-Employment Requirements	1,200			
15 Gasoline	3,600			
16 Dues & Subscription	200			
17 Advertising	200			
18 Contractual - Payroll Services	500			
19 Program Activities	6,000			
(bus pass, gas card, child care, clothes, etc)				
TOTAL OTHER CURRENT EXPENSES	**24,700**			
C. EQUIPMENT PURCHASES	**8,200**			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	**223,945**			

SOURCES OF FUNDING		Budget Prepared By:
(a) Total State Funds Requested	223,945	Lynn Kua 245-4077
(b)		[redacted]
(c)		
(d)		Signature of Authorized Official Date
TOTAL BUDGET	**223,945**	MaBel Fujiuchi/Chief Executive Officer Name and Title (Please type or print)

BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES

Applicant: Kauai Economic Opportunity, Incorporated

Period: July 1, 2011 to June 30, 2012

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Employment Services Director	1	$26,844.00	100.00%	$ 26,844.00
Job Training and Employment Coordinator	1	$24,840.00	100.00%	$ 24,840.00
Job Training and Employment Coordinator	1	$24,840.00	100.00%	$ 24,840.00
Job Developer	1	$24,840.00	100.00%	$ 24,840.00
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
TOTAL:				101,364.00

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION
PERSONNEL: PAYROLL TAXES, ASSESSMENTS, AND FRINGE BENEFITS

Applicant/Provider: Kauai Economic Opportunity, Inc.

Period: July 1, 2011 to June 30, 2012

TYPE	BASIS OF ASSESSMENTS OR FRINGE BENEFITS	% OF PROG-OTHER SALARY	TOTAL
PAYROLL TAXES & ASSESSMENTS:			
Social Security	As required by law	7.65%	7754
Unemployment Insurance (Federal)	As required by law	As required by law	
Unemployment Insurance (State)	As required by law	1.21%	1227
Worker's Compensation	As required by law	2.50%	2534
Temporary Disability Insurance	As required by law	0.80%	811
SUBTOTAL:			12326
FRINGE BENEFITS:			
Health Insurance	543 per monthx12	400.00%	26064
Retirement		6.0%	6082
SUBTOTAL:			32146
TOTAL:			44472

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES

Applicant: Kauai Economic Opportunity, Incorporated

Period: July 1, 2011 to June 30, 2012

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
CEO	1	$97,331.00	6.00%	$ 5,840
Fiscal Officer	1	$77,028.00	6.00%	$ 4,622
Administrative Officer	1	$57,975.00	6.00%	$ 3,479
Planner	1	$27,289.00	6.00%	$ 1,637
Accountant	1	$26,644.00	6.00%	$ 1,599
Account/Administrative Clerk	1	$36,962.00	6.00%	$ 2,218
HR Assistant	1	$25,921.00	6.00%	$ 1,555
Administrative Clerk	1	$20,159.00	6.00%	$ 1,210
Janitor	0.625	$16,553.00	6.00%	$ 993
Intake Worker	1	$22,803.00	6.00%	$ 1,368
				$ -
				$ -
				$ -
				$ -
TOTAL:				$ 24,520

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION
PERSONNEL: PAYROLL TAXES, ASSESSMENTS, AND FRINGE BENEFITS

Applicant/Provider: Kauai Economic Opportunity, Inc.

Period: July 1, 2011 to June 30, 2012

TYPE	BASIS OF ASSESSMENTS OR FRINGE BENEFITS	% OF PROG-OTHER SALARY	TOTAL
PAYROLL TAXES & ASSESSMENTS:			
Social Security	As required by law	7.65%	1876
Unemployment Insurance (Federal)	As required by law	As required by law	
Unemployment Insurance (State)	As required by law	1.21%	297
Worker's Compensation	As required by law	2.50%	613
Temporary Disability Insurance	As required by law	0.80%	196
SUBTOTAL:			2982
FRINGE BENEFITS:			
Health Insurance	543 per monthx12	60.00%	3910
Retirement		6.0%	1471
SUBTOTAL:			5381
TOTAL:			8363

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Kauai Economic Opportunity, Incorpora   Period: July 1, 2011 to June 30, 2012

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Computer	6.00	$1,200.00	$ 7,200.00	7200
Printer	2	$500.00	$ 1,000.00	1000
			$ -	
			$ -	
			$ -	
TOTAL:	8		$ 8,200.00	8,200

JUSTIFICATION/COMMENTS:

4 Computers & Printer for staff. 2 computers for clients to do job search and resumes.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			$ -	
			$ -	
			$ -	
			$ -	
			$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

Attachment B

Organization-Wide Chart

Kauai Economic Opportunity, Incorporated

Board of Directors

- **Chief Executive Officer** — MaBel Fujiuchi
  - **Fiscal Officer** — Brigitte Correia
    - Accountant (1)
      Account Clerk (.50)
  - **Administrative Officer** — Lynn Kua
    - Administrative Clerk (1 1/2)
      Human Resources Asst. (1/2)
      Janitor (1/2)
    - Intake
      Intake Worker (1)
    - Planning
      Planning Director
  - **Youth Services** — Director, Al Nebre
    - YOUTH SERVICES: Coordinator (.50)
    - AFTER SCHOOL: Coordinator (2), Program Asst. (2)
    - CHILD CARE: Head Teacher/ Director (2), Teacher (1), Asst. Teacher (1), Teachers Aide(3)
  - **Weatherization Assistance Program (ARRA)** — Director, Al Nebre
    - Coordinator (2)
  - **Mediation & Supplement WAP Programs** — Director, Jessie Basquez
    - Intake Worker(1/2)
  - **Elderly Nutrition, Food Service, WAP & PIN** — Director, Celia Melchor-Questin
    - ELDERLY NUTRITION: Coordinator (1), Meals Mgr. (1), Meal Deliverers (8)
    - FOOD SERVICE: Coordinator (1), Cook (2), Prep Cook (1)
    - WAP & PIN: Coordinator (.50)
  - **Homeless & Housing** — Director, Stephanie Fernandes
    - HOMELESS OUTREACH: Case Manager (1)
    - EMERGENCY SHELTER & TRANSITIONAL HOUSING: Program Director (1), Coordinator(2), Maintenance Worker(1/2)
    - TRANSITIONAL HOUSING & GROUP HOME: Coordinator (1)
    - HOMELESS PREVENTION & RAPID RE-HOUSING(ARRA): Coordinator (1)
  - **Job Training & Employment Services for Homeless Persons** — Director, Vacant
    - Coordinator (2), Job Developer (1)

Attachment C

Declaration Statement

DECLARATION STATEMENT
APPLICANTS FOR GRANTS AND SUBSIDIES
CHAPTER 42F, HAWAI'I REVISED STATUTES

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawai'i Revised Statutes:

(1) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;

(2) Comply with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;

(3) Agree not to use state funds for entertainment or lobbying activities; and

(4) Allow the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

(1) Is incorporated under the laws of the State; and

(2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

(1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and

(2) Has a governing board whose members have no material conflict of interest and serve without compensation.

For a grant or subsidy used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Kauai Economic Opportunity, Incorporated

[redacted]

(Signature) (Date)

MaBel Ferreiro- Fujiuchi — Chief Executive Officer

(Typed Name) (Title)

Attachment D

Intake, Assessment and Follow-Up Forms

FORM 1: CLIENT INTAKE CHECKLIST

A. CLIENT IDENTIFIERS/BACKGROUND

A-1. Project: _____

A-2. Client ID: ____________________________

A-3. Last Name: ____________________________

A-4. First Name: ________________ A-5. MI: ___

A-6. Intake Date (MM/DD/YY): ____/____/____

A-7. Case Manager: ____________________________

B. CLIENT DEMOGRAPHICS

B-1. Birthdate (MM/DD/YY): _____/_____/_____

B-2. Last 4-Digits of Soc. Sec. # (SSN): ________

B-3. Sex: ____ 1. Male ____ 2. Female

B-4. Race/Ethnic Group:
___ 1. White/Non-Hispanic
___ 2. Black/Non-Hispanic
___ 3. Asian/Pacific Islander
___ 4. Hispanic
___ 5. American Indian/Alaska Native
___ 6. Other:__________________________

B-5. Veteran Status:
___ 1. Non-disabled Veteran
___ 2. Disabled Veteran
___ 3. Non-veteran

B-6. Current Marital Status:
___ 1. Single (Never Married)
___ 2. Married
___ 3. Separated
___ 4. Divorced
___ 5. Widowed

B-7. During the past six months, how many of the client's children (age 18 or younger) have resided with the client for at least half the time?
_____ # of Children Under Age 6
_____ # of Children Age 6 or Older

B-8. Education (Highest Grade Completed): _____

B-9. Educational Certificate Attained:
[Check all that apply.]
___ 1. High School Diploma
___ 2. GED
___ 3. Certificate from Trade/Vocational School
___ 4. Associate's Degree
___ 5. College Degree
___ 6. Advanced Degree

C. CLIENT'S HOUSING CONDITION

C-1. Where did the client stay last night?
___ 1. Street
___ 2. Shelter
___ 3. Institution
___ 4. Friends/Relatives
___ 5. Transitional Housing
___ 6. Subsidized Permanent Housing
___ 7. Unsubsidized Permanent Housing
___ 8. Other______________________

C-2. During the past year, how many weeks has the client been homeless?
_____ Weeks (Out of 52 Weeks)

C-3. In total, how long has the client been homeless?
_____Years _____Months _____Weeks

Form completed by: ____________________________

Date completed (MM/DD/YY): _____/_____/_____

FORM 2: CLIENT ENROLLMENT CHECKLIST

A. CLIENT IDENTIFIERS/BACKGROUND

A-1. Project: _____

A-2. Client ID: ______________________________

A-3. Last Name: ______________________________

A-4. First Name: ________________ A-5. MI: ____

A-6. Case Manager: __________________________

A-7. Re-enrollment:
___ 1. Yes (from Previous Grant Year)
___ 2. Yes (from Current Grant Year)
___ 3. No

A-8. Carryover from Previous Grant Year:
___ 1. Yes
___ 2. No

B. LABOR MARKET EXPERIENCE

B-1. At the time of intake to JTHDP was the client:
___ 1. Employed (Full- or Part-time)
___ 2. Unemployed
___ 3. Not in the Labor Force

B-2. Has the client ever worked for pay?
___ 1. Yes
___ 2. No [Go to Question C-1-->]

B-3. How many hours in the past week did the client work at all jobs?
_____ Hours

B-4. When did the client last hold a full-time job (30 hours or more) for pay (note: if currently employed leave End Date blank)?
Begin Date (MM/YY): _____/_____
End Date (MM/YY): _____/_____

B-5. What is the client's current or most recent hourly wage within the past year?
$__________ Per Hour

B-6. What is the client's current or most recent occupation?
___ 1. Managerial
___ 2. Professional
___ 3. Technician or Related Support
___ 4. Marketing or Sales
___ 5. Office or Clerical
___ 6. Craft Worker
___ 7. Operative
___ 8. Laborer
___ 9. Service Worker
___ 10. Other

B-7. During the past six months (26 weeks), approximately how many weeks was the client unemployed or not in the labor force?
_____ Weeks

B-8. What were the client's gross earnings over the last six months?
$________ Earnings (Past 6 Months)

C. SOURCES OF INCOME/SUPPORT

C-1. Has the client received any of the following sources of income or in-kind benefits in the past six months? **[Check all that apply.]**
___ 1. Wage Income
___ 2. State or Local General Assistance
___ 3. Food Stamps
___ 4. Unemployment Insurance Compens. (UI)
___ 5. Supplemental Security Income (SSI)
___ 6. Social Security
___ 7. Social Security Disability Income (SSDI)
___ 8. Veterans' Admin. Compensation/Pension
___ 9. AFDC
___ 10. Other: ______________________________
[If AFDC is checked, go to Question C-2; otherwise skip to Question D-1-->]

C-2. How long has this client received AFDC in his/her own name?
___ 1. 1-3 months
___ 2. 4-6 months
___ 3. 7-12 months
___ 4. 13-24 months
___ 5. 25 months - 5 years
___ 6. More than 5 years

D. HEALTH INSURANCE STATUS

D-1. What is the client's health insurance status (at the time of intake)? **[Check all that apply.]**
___ 1. None
___ 2. Medicaid
___ 3. Medicare
___ 4. Private Health Insurance Obtained Through Client's Job
___ 5. Private Health Insurance Obtained Through Another Source
___ 6. Other: ______________________________

[Go to Question E-1, on Page 2 of the Enrollment Form-->]

FORM 2: CLIENT ENROLLMENT CHECKLIST [PAGE 2 OF 2]

Client ID: ______________________________ Client Last Name, First Initial: ______________________________

E. REASONS FOR HOMELESSNESS

E-1. What event(s) occurred that caused the client to become homeless? **[Check all that apply in the opinion of the client (CL) or case manager (CM).]**

CL	CM	Reason for Homelessness
___	___	1. None
___	___	2. Job Loss/Lack of Work
___	___	3. Eviction/Unable to Pay Rent
___	___	4. Runaway/Transient
___	___	5. Lack of Affordable Housing
___	___	6. Abusive Family Situation
___	___	7. Illness - Personal or Family
___	___	8. Mental Illness
___	___	9. Alcohol Abuse
___	___	10. Drug Abuse
___	___	11. Termination of Public Assistance
___	___	12. Physical Disability
___	___	13. Divorce; Termination of Personal Relationship
___	___	14. Housing Condemned/ Sold/Converted
___	___	15. Released from Prison
___	___	16. Released from Mental Health Institution
___	___	17. Relocated for Improved Job Market
___	___	18. Other:______________________

F. OBSTACLES TO EMPLOYMENT

F-1. Please indicate any obstacles to employment for the client. **[Check all that apply in the opinion of the client (CL) or case manager (CM).]**

CL	CM	Obstacle to Employment
___	___	1. No Obstacles
___	___	2. Lack of Day Care
___	___	3. Displaced Homemaker
___	___	4. Pregnancy
___	___	5. Older Worker (age 55 or older)
___	___	6. Alcohol Abuse
___	___	7. Drug Abuse
___	___	8. Physical Disability
___	___	9. Mental Illness
___	___	10. Abusive Family Situation
___	___	11. Illness - Personal or Family
___	___	12. Lack of Transportation
___	___	13. Dislocated Worker/Outdated Skills
___	___	14. Minimal Work History
___	___	15. School Dropout
___	___	16. Lack of Training/Vocational Skills
___	___	17. Limited Language Proficiency/ Limited English
___	___	18. Reading/Math Skills Below Seventh Grade Level
___	___	19. Lack of Identification
___	___	20. Lack of Proper Clothing
___	___	21. Ex-offender
___	___	22. Limited Social Skills
___	___	23. Learning Disability
___	___	24. Other:____________________

G. DATE OF ENROLLMENT

G-1. What was the date that the client first received a training service from JTHDP? **[Note: Client is not to be enrolled if he/she does not receive a training service - See Instructions]**

Enrollment Date (MM/DD/YY): ____/_____/____

Form completed by: ______________________________

Date completed (MM/DD/YY): ______/______/______

FORM 3: INITIAL JOB PLACEMENT

A. CLIENT IDENTIFIERS/BACKGROUND

A-1. Project: ______

A-2. Client ID: ______________________________

A-3. Last Name: ______________________________

A-4. First Name: ________________ A-5. MI: ____

B. EMPLOYMENT INFORMATION

B-1. Employer: ______________________________

B-2. Address: ______________________________

B-3. City: ______________________________

B-4. State: _______ B-5. Zip: ______________

B-6. Employer's Telephone #: ______________

B-7. Contact Person: ______________________

B-8. Start Date (MM/DD/YY): _____/_____/_____

B-9. Starting Hourly Wage: $__________

B-10. Hours Per Week: _______

B-11. Current Occupation:
___ 1. Managerial
___ 2. Professional
___ 3. Technician or Related Support
___ 4. Marketing or Sales
___ 5. Office or Clerical
___ 6. Craft Worker
___ 7. Operative
___ 8. Laborer
___ 9. Service Worker
___ 10. Other

C. HEALTH INSURANCE STATUS

C-1. What is the client's health insurance status (at the time of initial job placement)? **[Check all that apply.]**
___ 1. None
___ 2. Medicaid
___ 3. Medicare
___ 4. Private Health Insurance Obtained Through Client's Job
___ 5. Private Health Insurance Obtained Through Another Source
___ 6. Other: ______________________

D. HOUSING SITUATION

D-1. What is the client's housing situation (at the time of initial job placement)?
___ 1. Street
___ 2. Shelter
___ 3. Institutionalized
___ 4. Friends/Relatives
___ 5. Transitional Housing
___ 6. Subsidized Permanent Housing
___ 7. Unsubsidized Permanent Housing
___ 8. Other______________________

E. CLIENT'S ADDRESS AND TELEPHONE NUMBER

E-1. Address: ______________________________

E-2. City: ______________________________

E-3. State: _________ E-4. Zip ______________

E-5. Home Telephone #: ____________________

E-6. Work Telephone #: ____________________

F. NAME AND TELEPHONE NUMBER OF RELATIVE

F-1. Name: ______________________________

F-2. Telephone #: ________________________

G. FRIEND OR OTHER SOCIAL CONTACT

G-1. Name: ______________________________

G-2. Telephone #: ________________________

Form completed by: ________________________

Date completed (MM/DD/YY): _____/_____/_____

FORM 4: 13-WEEK FOLLOW-UP ON INITIAL JOB PLACEMENT

A. CLIENT IDENTIFIERS/BACKGROUND

A-1. Project: _____

A-2. Client ID: ______________________________

A-3. Last Name: ______________________________

A-4. First Name: ________________ A-5. MI: ___

A-6. If unable to obtain information from either the client or employer at 13 weeks, please check: ___

B. RECENT EMPLOYMENT EXPERIENCE

B-1. During the last 13 weeks, approximately how many weeks has the client been regularly employed either full- or part-time?
_____ Weeks

B-2. During the 13th week after initial job placement was the client:
___ 1. Employed (Full- or Part-time)
___ 2. Unemployed
___ 3. Not in the Labor Force

B-3. During the 13th week, how many jobs did the client hold?
_____ Number of Jobs Held

B-4. During the 13th week, how many hours was the client working in all jobs?
_____ Hours

B-5. During the 13th week, what was the client's gross (before tax) weekly earnings from all jobs (including wages, tips, bonuses and overtime)?
$__________ Weekly Earnings

B-6. Is the client employed by the same employer that JTHDP placed the client with 13 weeks ago?
___ 1. Yes [Go to Question C-1-->]
___ 2. No [Go to Question B-7-->]

B-7. Why did the client leave the initial JTHDP job placement?
___ 1. Terminated/Fired
___ 2. Quit
___ 3. Laid Off
___ 4. Don't Know

C. EMPLOYMENT INFORMATION - Provide data on job held during 13th week after initial job placement from which the client had the most earnings. If not employed leave blank.

C-1. Employer: ______________________________

C-2. Address: ______________________________

C-3. City: ______________________________

C-4. State:__________ C-5. Zip:__________

C-6. Employer's Telephone #:__________________

C-7. Contact Person: __________________________

C-8. Start Date (MM\DD\YY): _____/_____/_____

C-9. Hourly Wage: $___________

C-10. Hours Per Week: _______

C-11. Occupation Code:
___ 1. Official or Managerial
___ 2. Professional
___ 3. Technician or Related Support
___ 4. Marketing or Sales
___ 5. Office or Clerical
___ 6. Craft Worker
___ 7. Operative
___ 8. Laborer
___ 9. Service Worker
___ 10. Other

D. HEALTH INSURANCE STATUS

D-1. **What is the client's health insurance status (at 13 weeks after initial job placement)? [Check all that apply.]**
___ 1. None
___ 2. Medicaid
___ 3. Medicare
___ 4. Private Health Insurance Obtained Through Client's Job
___ 5. Private Health Insurance Obtained Through Another Source
___ 6. Other:______________________________

E. HOUSING SITUATION

E-1. What is the client's housing situation (at 13 weeks after initial job placement)?
___ 1. Street
___ 2. Shelter
___ 3. Institutionalized
___ 4. Friends/Relatives
___ 5. Transitional Housing
___ 6. Subsidized Permanent Housing
___ 7. Unsubsidized Permanent Housing
___ 8. Other______________________

Form completed by:______________________
Date completed (MM/DD/YY):_____/_____/_____

FORM 5: SUMMARY OF SERVICES AND TERMINATION CHECKLIST

A. CLIENT IDENTIFIERS/BACKGROUND

A-1. Project: ______

A-2. Client ID: ________________________________

A-3. Last Name: ______________________________

A-4. First Name: _________________ A-5. MI: ____

[Note: In Sections B-F, mark an "X" next to each of the services received or outcomes achieved by the client during the reporting period.]

B. TRAINING SERVICES

___ 1. Remedial Educ./Basic Skills/Literacy
___ 2. Job Search Ass't/Job Preparation Training
___ 3. Job Counseling
___ 4. Work Experience/Transit. Employment
___ 5. On-the-Job Training (OJT)
___ 6. Vocational/Occupational Skills Training
___ 7. Other:____________________________

C. SUPPORT SERVICES

___ 1. Transportation
___ 2. Food/Meals
___ 3. Personal Needs
___ 4. Clothing/Work Equipment
___ 5. Money Management/Budgeting
___ 6. Self-Esteem/Motivation/Attitude Development
___ 7. Independent Living/Life Skills
___ 8. Drug Abuse Treatment/Counseling
___ 9. Alcohol Abuse Treatment/Counseling
___ 10. Mental Health Treatment/Counseling
___ 11. Other Health Services
___ 12. Day Care
___ 13. Advocacy
___ 14. Other:______________________

D. HOUSING SERVICES

___ 1. Emergency Housing Assistance
___ 2. Transitional Housing Placement
___ 3. Permanent Housing Placement
___ 4. Security Deposits/Rent Assistance
___ 5. Assistance with Furnishings/Moving
___ 6. Housing Assistance Counseling
___ 7. Other:______________________

E. PLACEMENT AND POSTPLACEMENT SERVICES

___ 1. Job Development
___ 2. Direct Placement
___ 3. Supported/Sheltered Employment
___ 4. Training After Placement
___ 5. Postplacement Follow-up Services
___ 6. Self-Help Support Groups
___ 7. Mentoring
___ 8. Other:______________________

F. OTHER POSITIVE CLIENT OUTCOMES

___ 1. Completed Remedial/Basic Education/Literacy Training
___ 2. Completed GED/High School
___ 3. Completed Vocat./Occupation Training
___ 4. Completed Work Experience/Transitional Employment
___ 5. Continued Sheltered/Supported Employment
___ 6. Completed OJT
___ 7. Completed Independent Living/Life Skills Instruction
___ 8. Obtained Govt. Entitlements (SSI, etc.)
___ 9. Other:______________________________

G. CLIENT TERMINATION INFORMATION [COMPLETE ONLY IF CLIENT TERMINATES FROM JTHDP]

G-1. Client Date of Termination from JTHDP (MM/DD/YY):
____/____/____

G-2. At the time of termination from JTHDP was the client:
___ 1. Employed (Full- or Part-time)
___ 2. Unemployed
___ 3. Not in the Labor Force
___ 4. Unknown

G-3. What was the client's housing situation (at the time of termination from the program)?
___ 1. Street
___ 2. Shelter
___ 3. Institution
___ 4. Friends/Relatives
___ 5. Transitional Housing
___ 6. Subsidized Permanent Housing
___ 7. Unsubsidized Permanent Housing
___ 8. Other______________________
___ 9. Unknown

G-4. In total, how many hours of training services did the client receive between the date of enrollment and termination?
_____ Hours of Training

Form completed by: ____________________________

Date completed (MM/DD/YY): ______/______/______

TELEPHONE TECHNIQUE

(1) Good Morning (afternoon). May I please have the name of the person who does the hiring? (Jot down the name).

(2) My name is____
To whom am I speaking, please? (Jot down the name.)

(3) Mr./Ms. ____, may I please speak to Mr./Ms.
____

(4) Hello Mr./Ms. (person doing the hiring). My name is ______________________ and I am calling to see if you have a job for a qualified __________________________

(5) If there is an opening, and you are asked questions regarding experience, transportation, etc., answer the questions briefly and offer appointment times for an interview.

Example: (Experience)
I have one year experience. Would 9 o'clock or 10 o'clock be more convenient for an interview?

Example: (Transportation)
Do you have your own transportation?
I have ___________________. Would 10:30 or 11:15 be more convenient for an interview?

End conversation with: My name is _______________________ and I will be at your place promptly at ________ (whether time was set).

(6) (If there was not an opening): Would you know of anyone hiring a qualified ________________ at this time?

(If "no" again): Would it be okay Mr./Ms. ___________________________ if I call back in the near future to see if the situation has changed?

(7) Thank you very much. It's certainly been a pleasure talking with you.

JOB SEARCH DAILY LEADS FORM

VOCATIONAL CHOICES:
1. ______________________________
2. ______________________________
3. ______________________________

CLIENT NAME ____ DATE ______________________________

Company Name ______________________________________ Source ______________________________
Position ____ Vocational Choice ____________________
Contact Person ____________________________________ His/Her Position ______________________
Address ____ Telephone# ___________________________
Action Taken ____
RESULT ____

Company Name ______________________________________ Source ______________________________
Position ____ Vocational Choice ____________________
Contact Person ____________________________________ His/Her Position ______________________
Address ____ Telephone# ___________________________
Action Taken ____
RESULT ____

Company Name ______________________________________ Source ______________________________
Position ____ Vocational Choice ____________________
Contact Person ____________________________________ His/Her Position ______________________
Address ____ Telephone# ___________________________
Action Taken ____
RESULT ____

LEAVING____________ ANTICIPATED RETURN ______________ JOB DEVELOPER'S INITIALS ________
ACTUAL RETURN ______________ JOB DEVELOPER'S SIGNATURE ______________________________

PLACEMENT INFORMATION

Name: ______________________________ Social Security # ____________________

Address: ____________________________ Telephone # ________________________

Job Title: ___________________________ Start Date: _________________________

Employer: ___________________________ Telephone # ________________________

Address: ____

Supervisor: __________________________ Wage: _______________

Health Insurance: _____ None _____ACCESS _____Employment _____Private _____Other _________

Number of Hours/Week: ___________ DOT: _______________ SIC: ___________

Employment Classification:

___Top Vocational Choice ___ Choice #1 ____Choice #2 ___Non-related Vocation ___Under-employed

Occupation:

___(1) Managerial ___(2) Professional ___(3) Technician/Related ___(4) Marketing/Sales

___(5) Office/Clerical ___(6) Craft Worker ___(7) Operative ___(8) Laborer

___(9) Service Worker ___(10) Other _________________________

Training Placement: ____ OJT/End Date _____________ Training/End Date __________

Verified By: ____

PLACEMENT FOLLOW-UP

20 Day Due: _______ 20 Day Done: _________ By _________ With _________

Working? Y N Wage: _____ Not willing to verify by phone_____ Sent letter on: ______

Shelter at 20 days ___________ Comments: _____________________________

60 Day Due: _______ 60 Day Done: _________ By _________ With _________

Working? Y N Wage: _____ Not willing to verify by phone_____ Sent letter on: ______

Shelter at 60 days ___________ Comments: _____________________________

90 Day Due: _______ 90 Day Done: _________ By _________ With _________

Working? Y N Wage: _____ Not willing to verify by phone_____ Sent letter on: ______

Shelter at 90 days ___________ Comments: _____________________________

Total Number of Days Worked: _________ As of: _________

Attachment E

Job Search Workshop Materials

"Start Here"
by Shirley Sloan Fader

FIELDING TOUGH QUESTIONS

Here's what job interviewers ask and what they really want to know about you.

Have you ever noticed the two different types of TV talk-show guests? One type works so hard: He sits there concentrating on the interviewer's questions, then struggles to come up with entertaining replies. Often he flounders so pitifully that it's a relief when the host cuts away for an ad.

The other kind of guest may not be more intelligent, yet this person seems relaxed, and no matter what questions are lobbed at her, she's ready with an interesting response. She makes both the interviewer and you, the viewer, feel comfortable.

At a job interview your goal is the same -- to look relaxed and make the interviewer feel comfortable and glad to be with you. With that atmosphere you can go far toward convincing the job interviewer that you will fit the job and the company. Without that atmosphere, you may have excellent job skills but make the interviewer feel tense and anxious to "switch guests" to another applicant.

How do the relaxed TV guests manage it? They use a technique that you can use in your job interview. They come prepared with ideas, anecdotes, information. No matter what the question, they turn it to suit their prepared answers. When a troublesome question is asked, they say something like "Yes, well, that's certainly important. It brings to mind ....." And off they go on some predetermined topic they feel competent to discuss.

At a job interview you can't flout and ignore questions, but like the organized TV guest you can turn difficult queries toward answers you've prepared.

You won't be spouting memorized precise replies. You've prepared in the sense that you've thought through answers to the kinds of questions you can expect in an interview. By having answers for those questions, you'll be able to handle the unexpected ones.

Take the typical interview query, "Why are you interested in this job?" Prepare your reply and you're ready for any variation such as: "What do you think you can contribute here?" "What makes you think this job (organization) is right for you?" and even for a shocker like, "What makes you think you're so wonderful that we should hire you over all the others?"

For all these questions and their other permutations, your basic, "Why are you interested in the job?" answer applied. (You'll state your prime reasons, with extra subsidiary reasons in reserve in case they keep asking the questions from many angles.) For the shocker question, you can extricate yourself as the expert TV guest and on into your pleasant, prepared response.

Say you think you're competent, not "wonderful." You're the candidate for the job because.... And there you are -- back in the territory of your prepared ideas for why you're well-qualified for the position.

THE NINE QUESTIONS THEY LIKE TO ASK

In the August 1984 "Start Here" column we discussed pre-interview research of the organization, job, people. Without it no amount of quick thinking will be sufficient. You won't have the necessary basic information to build your answers on. So, assuming you've done your homework, here are some of the most frequently asked job interview questions and answers interviewers are probably looking for.

1. What is your experience?

Really means: Tell me what you know and what you've done in previous jobs that will be useful in handling this job.

Everyone has a range of experience and knowledge. The approach here is to build on your preliminary research and stress the details of your experience that match the job's major needs.

A woman who applied at her local community college to teach evening-session accounting course ignored this basic rule. She missed out on a job she could have had. Taking the "What is your experience?" question literally, she loaded the interviewer with her in-depth accounting experience. She realized to late that she had positioned herself in the interviewer's mind as "accounting" and "not right for the Introduction to Business course we need." By emphasizing other details of her experience, she could have positioned herself with total honesty as "exactly right" for the business course.

You'll also want to touch on all parts of your experience that seem necessary for the job. As you do, be alert for the follow-up questions. When the interviewer asks, "what do you mean you've had client experience?" that's a hot clue. You're on to something important in the prospective job.

Before launching into your answer, try pinpointing the target precisely by reversing the questions. "What kind of client work is a problem in this job?" When the interviewer tells you he or she has difficulty getting clients to supply project information on time, you have your answer. You'll dwell on your excellent record of retaining difficult clients while keeping them prompt, cooperative and content.

"What is your experience?" is an extremely valuable question for you. As soon as you tie your abilities to high-priority needs of the position, you become a top candidate.

2. Why are you interested in this job?

Really means: If I hire you, will you be able to manage the problems involved.
Again, draw on your research and your common-sense understanding of what a job like this requires. A general reply that you're interested in challenge and accomplishment and believe this job will allow you to "contribute" is empty and unconvincing. Zero in on how you can contribute to the specific problems and goals.

One young woman who applied for a coveted advertising agency position as assistant to an account supervisor was offered the job after successfully answering only two questions at her job interview.

For this particular position, there previously had been a two-week parade of applicants who didn't get the job.

The woman who was hired answered the why-are-you-interested-in-this-job question with, "I'm interested in this job because I want to learn and become an ad executive. This is a medium-sized agency where I think I'll be exposed to a wider range of responsibilities than I would at a large agency. Considering the accounts you have, such as .... (she named some accounts she'd learned in her research), I think I'd learn a great deal working here." For the first question about her experience, she had mentioned how her college degree would be of value to the employer: "..... gives me the training to handle the problems and decisions you'd expect of me."

She had also used a value-to-the-employer response when describing her quality office skills .... "for the tremendous amount of routine paperwork I know goes with that kind of position."

Her new boss says, "By then I knew she could handle all the parts of the job and that she understood exactly what her work days would be like. I didn't need to know any more. I hired her."

3. Tell me about yourself.

Really means: Tell me what you can do for this company and how well you'll fit in here if we hire you.

What image and skills do you need for this job? If it's a sales rep job, you concentrate on previous sales experience and personal characteristics that fit the job: "Even when I sold part-time when I was in school, I enjoyed developing strategies that would move the product faster." "I enjoy the back-and-forth pressures that go with selling." Talk about how you met and surpassed your sales quota.

In any job, basic traits that are always useful to mention include, "I'm very healthy; rarely miss a day," and "I work well with a wide variety of people." Instead of an unbroken list of self-described talents, vary it with quotes from others: "My bosses always tell me I'm quick to learn/a very hard worker/good at delegating."

For traits that are extremely important to the job, be ready with some brief examples. Claiming to be good at solving human-relations problems, for example, becomes much more convincing when you add, "My boss asked me to analyze our high turnover. I did and recommended remedies that were adopted. Turnover dropped 60%."

Be cautious about admitting that you're not good at something. What you consider below par may be a level of competence that the interviewer would have considered adequate.

4. What is your greatest strength? Variation: What parts of your last jobs did you most enjoy?

Really means: Are you good at any of the things we have a problem with and are important to this job?

Again, through your research and through listening to the interviewer's reactions as you proceed, you should have an idea of what the company needs.

Perhaps you've learned that the previous person in the job was fired for being disorganized. The interviewer is going to be impressed when you explain you're a very organized person who seems to find it easy to keep your own work and subordinates' work accurate and on schedule.

5. What is your greatest weakness? Variation: What kinds of things have you been criticized for in previous jobs?

Really means: Don't tell me you're perfect. I won't believe it.

Do not confess your real problems. Choose a "weakness" or criticism that really is a strength that is need for the job under discussion. Does the job require you to spend six hours a day on the phone? Confess you find it difficult to lock yourself away all day with paperwork but never seem to tire with job tasks that involve communicating with others.

Confess you have a "thing" about promptness in getting your assignments done on time. Admit that you're sometimes kidded for getting so involved in what you're doing you forget to take your coffee break.

6. Why do you want to change jobs?

Really means: Now I'm going to find out what kinds of trouble we can expect from you if we hire you.

Sometime this is an easy question. Your company has been absorbed or gone out of business. Or the company is family-owned and no further promotions are open to outsiders. Say so. The interviewer will understand. When there are touchy problems, never bad-mouth. It boomerangs and makes you look like a troublemaker. Interviewers tend to identify with your past employer and will be put off by your complaints of impossible bosses and wretched working conditions -- even if they're documented and true.

Disguise the sensitive difficulties of your present job in positive language. If the job is a stupid, repetitive, dead-end position, say you've learned all that is possible from it and are looking for a chance to apply your abilities to greater challenges. Use the same reply to cover a situation where you're leaving because your boss is a foul-mouthed tyrant. If appropriate in the context of your conversation, move from a sanitized version of what's wrong with your present employment to what attracts you to this job. Sometimes the truth is there's nothing very wrong with your present situation. It's just that this job seems better because .... and you're back again to "Why do you want this job?"

7. What kinds of personal crisis have forced you to miss work days?

Really means: This often is an attempt to circumvent the equal-opportunity law that forbids questions about marital status and children.

Don't fall into the trap. Mention some one-time crisis not related to your children. Use something personal such as the day your tooth-filling fell out and you had to take two hours off to go to the dentist.

You are under no obligation to say whether you are married, single, divorced, or if you have children. But since they're probing, if you can give them a positive reply, do so.

If it's true, you can say that you have no children and no plans to have any in the near future. If you have children, you might want to answer the unmasked questions by explaining that you've had an excellent child-care arrangement for years.

8. What are your interests outside of work?

Really means: Will your leisure activities embarrass us or interfere with you giving us your best?

Choose the parts of your life the interviewer wants to hear about. This is not the place to say you spend every free moment building a network of political cronies in hopes of a political appointment. The interviewer instantly will visualize you on the phone building your network on company time. Neither is it the time to confess that wilderness mountain climbing is your most compelling leisure activity. The potential employer will see six figure medical benefits health bills in case of a mishap. Describe the interests that enhance your value to the company -- you're active in the park redevelopment fund where you're on friendly terms with several of their good customers. At the very least, keep to something neutral such as you swim regularly to keep fit.

9. What salary do you expect?

Really means: Let's see if we can get you at rates favorable to us? Also: Am I wasting my time interviewing someone who wants a salary far beyond what we're going to pay?

Ideally, you'll respond to this question only after you've received a job offer. Lacking the ideal, put it off as long as possible.

If possible, have the interviewer suggest a salary. You always can negotiate for a very different amount if the suggestion is unacceptable.

Parry it with the reply that you need to explore the responsibilities and opportunities of the job before you can know what salary to expect. The more committed the employer is to wanting you when you come to salary, the more flexibility there will be. Whereas a too-high salary request early in your discussion might have killed the interview, a high request after the job offer is made will produce a sincere discussion.

By prying a salary figure from the interviewer you are saved from asking for less than the company expected to pay.

WHAT CAN YOU DO FOR THEM?

If you go back over the real meaning of each question, you'll see a common denominator. On the surface each question appears to be about you. In truth, each question is an attempt to discover what you can do for the employer. For an organization that is contemplating putting its responsibilities in your hands while paying you a salary, it's a reasonable attitude.

Whatever the question, take a moment to think, "In the area they're asking about, what part of my life would be most useful to them?" Discuss that part. You'll be giving the interviewers what they're seeking. Consequently, soon they will give you what you're seeking: an offer of a good job.

Q: WHY DO YOU WANT TO WORK HERE?

Twenty-one good answers to help you master even the most grueling employment interview.

by Theodore Pettus

Most job hunters make two devastating mistakes when they are being questioned in an interview. First, they fail to listen to the question. They proceed to annoy the interviewer by giving out a lot of superfluous information.

Second, and more important, they attempt to answer questions with virtually no preparation. The glibbest person on earth, even the most skilled debater, cannot answer questions off the cuff without damaging his or her chances of success.

Theodore Pettus acquired his interviewing expertise at some of New York's best advertising agencies. He is now a free lance writer. This article is excerpted from One to One: Winning the Hiring Decision, Copyright 1979 Focus Press, Box 895, 1990 Broadway, New York, N.Y. 10023. It will be published by Random House.

What follows are a number of questions that various surveys have indicated are asked most often, regardless of the job classification. Study them closely, develop strong responses, and your candidacy will receive prime consideration.

1. **"Why do you want to work here?"** Because you have done homework on the company, you know exactly why you want to work here. All you must do is organize your reasons into several short, hard-hitting sentences. "Your management is farsighted enough to reinvest the company's profits so that soon you will be the leader in the category."

2. **"Why should I hire you?"** The interviewer asking this question does not want a lengthy regurgitation of your resume. She is not yet asking for a barrage of facts and figures. She is interested in testing your poise and confidence. Give her a short, generalized summary. "I have the qualifications to do the job that has to be done and my track record proves it." Or, "I know that this is the job for me and that I will be successful."

3. **"What interests you most about this position?"** Give a truthful, one- or two-word answer like, "the future." "The challenge." "The competitiveness." "The environment." This response will force the employer to ask you to explain, giving you yet another opportunity to demonstrate your profound knowledge of the company.

4. **"Would you like to have your boss's job?"** By all means, "Yes!" Ambitious, hungry people are always preferred over those willing to settle for a safe routine. If you sense this answer threatens your interviewer's security, you might add, "When I am judged qualified," or "Should an opening develop in several years."

5. **"Are you willing to go where the company sends you?"** Obviously this is being asked because they have every intention of shipping you off. If you answer, "No", you will probably not get hired. If you answer "Yes", understand that once you are a trusted employee you may be able to exert the necessary leverage to avoid the less desirable out-of-town assignment.

6. "**What kind of decisions are most difficult for you**?" Be human and admit that not everything comes easily. But be careful what you do admit. "I find it difficult to decide which of two good men (women) must be let go." "It is difficult for me to have to tell a client that he is running his business badly."

7. "**How do you feel about your progress to date**?" Never apologize for yourself. "I think I've done well, but I need new challenges and opportunities." This is a good time to drop hero stories. "No one in my company has advanced as fast as I have." " I think you'll agree, I've accomplished quite a bit in the last five years."

8. "**How long will you stay with the company**?" A reasonable response might be, "As long as I can continue to learn and grow in my field."

9. "**Have you done the best work of which you are capable**?" This is best answered with some degree of self-effacement. "I wold be lying to you if I told you I was perfect, but I have tackled every assignment with all my energy and talents." Or: "I am sure there were times when I could have worked harder, or longer, but over the years I've tried to do my best and I believe I have succeeded."

10. "**What would you like to be doing five years from now**?" To answer this question, make sure you know exactly what can and cannot be achieved by the ideal candidate... If you see yourself at another company or in another department of the company you are presently interviewing with, tread lightly. You can't afford to tell your interviewer that you believe you'll be more successful than she is.

11. "**What training/qualifications do you have for a job like this**?" Deliver a short, fact-filled summary of the two or three most important qualifications you have. "I have a background in accounting. I've demonstrated proven selling skills. I'm capable of handling several projects simultaneously."

12. "**Why do you want to change jobs**?" This is one of the first questions interviewers ask. Be sure you are ready to answer it satisfactorily. If you're currently in a dead-end position, locked out of advancement opportunities, explain this. The interviewer will understand. If your job has become a routine, void of learning experiences, she'll accept that. If you feel your present employer is losing ground to competition, through no fault of your own, she'll accept that too.

13. "**Why do you want to change your field of work**?" Before your interview spend one hour and organize these reasons into a written statement. Memorize this to deliver it, because you will certainly be asked. Your explanation should include:

A. How your previous work experience will contribute to your new career.
B. What excites you most about this new field.
C. How you came to make this career change decision.

14. "**Why were you out of work for so long**?" If there is a gap in your resume you must be prepared to explain what you were doing in that period. Until you have satisfied your interviewer's curiosity, you will not get hired. If you were fired and have spent the last year looking for a job without success, you will understand an employer's reluctance to hire you. If, on the other hand, you explain what you have learned or accomplished during this hiatus, she will warm to your candidacy. For example, "I have taken several courses to strengthen my skills in ... " or, "I used this period to re-examine my goals and have reached this conclusion ..." The interviewer must have a positive explanation.

15. "<u>Why have you changed jobs so frequently</u>?" This question is crucial. In fact, an unsatisfactory answer to this one is among the reasons why applicants fail to get the jobs they want. You must convince your interviewer that your job-hopping days are over. If you feel you made a mistake leaving previous jobs tell her so, while at the same time reminding her that your job performance was never in question. She'll appreciate your candor. If something in your personal or business life has recently changed and would affect your stability in the future, come right out with the facts. She'll be anxious to hear.

16. "<u>Have you ever hired or fired anyone</u>?" You are being asked this question for two important reasons. First, to determine whether you are capable or performing these duties. Second, to determine if the pervious experience you have described was at a high enough level to include hiring/firing. You must make a considerable effort to convince the interviewer that you are capable of performing in this area.

17. "<u>How have you helped sales/profits/cost reductions</u>?" Have your hero stories ready and be willing to prove that you have made significant contributions in one or more of these basic areas. Again, keep your explanations short and try to include specific dollar amounts.

18. "<u>Why aren't you earning more at your age</u>?" This question, a current favorite, can frighten the wits out of an unsuspecting applicant. One of the following suggested responses should cover your situation: "I have been willing to sacrifice short-term earnings because I felt that I was gaining valuable experience." I have received (been promised) company stock (or other benefits) in lieu of an increase in salary." "I have been reluctant to gain a reputation as a job-hopper, preferring instead to build my career on solid, long-term achievement."

19. "<u>**How many people have you supervised**</u>?" Similar to the "hired or fired" question, the interviewer is trying to determine the depth of your experience. Be careful not to exaggerate.

20. "<u>What are the reasons for your success</u>?" It is best to keep this answer very general, permitting your interviewer to probe more deeply if she wishes. Offer a short list of positive character traits that describe you. "I like to work hard." Or "I get along will all kinds of people and I know how to listen." Or "I pay close attention to details. I know how to watch costs and I can keep difficult customers smiling."

21. "<u>What kind of experience do you have for this job</u>?" Summarize four or five key areas of experience which you could bring to your new job. Demonstrate to the interviewer specifically how each one helps solve her problems. For example, "My experience in new product introductions will be very helpful to your entire marketing effort." " My industrial design background will strengthen your sales force capability in dealing with large clients."

I NEED TO HIRE SOMEONE WHO IS ....

Remember the old saying, "You really don't know someone until you walk a mile in his moccasins?" Let's walk a mile in a typical employer's moccasins for a while.

Pretend that you are the owner of a hardware store. You and your spouse worked very hard for 15 years to buy the store, and now the business is growing and prospering. In fact, you're getting so busy that you need to hire another salesperson.

There are many reasons why the store is doing so well, but the biggest one is repeat business. Customers like the store and the service they get, so they come back again and again. The customers especially like the fast and courteous service that your employees give them. Everyone in the store always seems friendly and helpful. You know that you have a good crew, and that your employees work well together as a team. But a while back you had some trouble.

You hired a man named Dennis, and he just didn't seem to fit in. He argued with you when you asked him to stock some shelves, and he didn't get along well with the customers or the other employees. Finally, after you spent a lot of time training him, he quits. So you have been burned and don't want that to happen again.

Because you're so busy, you don't really want to spend time training someone, so you'd like to find someone with hardware store experience. But if you could find just the right person, someone you could train quickly, you would be willing to hire him or her.

That "right person" would also have to be an early riser, because your store fills up the minute you open. Your customers like to get started on a job early in the day, so they stop by your store to pick up supplies beforehand. Things get pretty hectic in the mornings and on Saturdays, and sometime three or four customers will be waiting for service. This is one reason that you're hiring another employee. (Actually, you could probably use two.)

Many of the customers are do-it-yourselfers, so they often ask your employees for advice. Many have commented that your employees are always willing to spend time to find the right answer to a question. You feel that this is one reason they keep coming back to your store.

You conduct an inventory twice a year. During the last inventory, Dennis was there, and he miscounted many items. You and the other employees had to stay late to re-do the inventory. This made you angry, because it cost you extra wages and you missed your spouse's dinner. You sure don't want another employee like Dennis.

Besides that, the inventory showed some items missing, including a circular saw and an expensive electric drill. You're not positive, but you haven't missed any items since Dennis left, so you think he might be the culprit. So now you're sitting in the back room of the store at your desk, thinking about the kind of person you want to hire.

Attachment F

KEO Programs Brochure

<u>STATE HOMELESS STIPEND PROGRAM</u> – Mana`olana, Lihue Court and Puhi transitional housing sites provides safe & decent shelters for up to 24 months & assistance towards permanent housing by addressing obstacles which prevent homeless persons from obtaining & retaining permanent housing through a coordinated effort of health, housing, financial and social services.

<u>STATE HOMELESS OUTREACH PROGRAM</u> – The Care-A-Van is a mobile unit providing services on-site where homeless congregate. The program conducts intake, referral and other needed services to eligible unsheltered homeless persons to assist in the progression toward a healthier, more stable living condition with the ultimate goal of permanent housing and self-sufficiency.

<u>TEMPORARY EMERGENCY FOOD ASSISTANCE PROGRAM</u> provides food surplus distribution at sites throughout the island four times a year.

<u>UNITED WAY LOAN</u> assists individuals and families with a loan for security deposit to obtain or retain rental homes.

The Promise of Community Action

"Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live.

We care about the entire community, and we are dedicated to helping people help themselves and each other."

community Action PARTNERSHIP
Helping People. Changing Lives.

Participation in programs may require eligibility determination. For more information, please call 245-4077 and ask for Intake.

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KEO

Kauai Economic Opportunity, Incorporated
2804 Wehe Road
Lihue, Hawaii 96766

Telephone: (808) 245-4077
Facsimile #: (808) 245-7476
E-mail: keo@keoinc.org

Kauai Economic Opportunity, Inc.
1965 45 2010
Years of Service