

Submitted Proposal

Organization: IHS, The Institute for Human Services, Inc.

Requested Amount: \$100,000.00

Proposal Title: HELE 2 Work - Harnessing Empowerment, Learning & Employment to end Homelessness

1. Describe your organization. What is your mission and who do you serve? Highlight some of the most notable successes your organization has had in the last several years.

IHS provides respite for those who are unsheltered and solutions that transform the lives of homeless and at-risk people. We envision a community where everyone has a right to and responsibility for safe, decent and affordable housing. Designing and implementing meaningful, systemic solutions to homelessness, we actively align with others in our community to advocate for improved policies and services that help individuals and families lift themselves out of homelessness. IHS was founded in 1978 by Father Claude Du Teil, an Episcopalian priest and grass-roots organizer.

IHS' two service centers in Honolulu's Iwilei/Dillingham neighborhood house

- Two 24-hour emergency homeless shelters for men, women, couples and families for up to 400 individuals/night, serving on average 740 meals/day
- Housing placement programs for homelessness prevention and post homeless support
- Comprehensive case management services for individuals and families accredited by CARF
- Outreach team focusing on helping homeless individuals move off the streets/parks and get appropriate treatment
- Children's enrichment services for families at the shelter
- Employment and pre-employment support programs
- Health-Wellness Center including physicals, health education, medications support, and psychiatric services
- Collaborating partners at IHS include JABSOM, Legal Aid, Hina Mauka, Action with Aloha, Hepatitis Support Network, and Kalihi Palama Health Center

According to the State Homeless Management Information System that has tracked IHS services since the 1990s, IHS has sheltered over 16,000 homeless persons during the past 20 years. IHS no longer measures success simply through shelter utilization. Notable successes at IHS in the last two years include:

- Helping prevent homelessness for close to 850 households
- Assisting 1,080 households move from homelessness to stable housing
- Providing emergency shelter for 2,577 individuals including 189 families
- Assisting 187 previously chronically homeless adults with disabilities obtain or maintain stable housing
- Redesigning and reopening IHS' nurse managed Wellness Center/Health Clinic serving on average 50 patients per month including medications coaching & support, a significant service for homeless persons with mental illness and chronic conditions
- Receiving a Substance Abuse and Mental Health Services Administration (SAMHSA) 3-year grant of \$1.5 million, which includes both homeless service and system policy goals. A collaboration with John H. Burns School of Medicine to provide psychiatric services and with other service providers, this project has already identified and served 265 chronically homeless adults, and transitioned 42 adults into stable housing.
- Implementing new pre-employment support programs through our Urban Agriculture Job Skills Training Program (163 participants/48 earned certificates of completion since inception) and our Civic Engagement Program (on average 75 participants per month).

2. Please describe your innovation. Include the practical steps involved to take the innovation from the idea phase to implementation.

IHS' innovation is a process that uses multiple methods and modalities to help disenfranchised people regain skills and the willingness to re-enter community life. For many at IHS, typical social and family supports have been lost and

many suffer from substance abuse, mental illness, trauma, chronic health conditions and long term financial hardship, all acting as barriers to ending homelessness. Too often, becoming employable and sustaining jobs are difficult goals to attain and become major road blocks to permanent housing. In HELE 2 Work, opportunities to develop supportive relationships are woven into the program as participants contribute to the community at large and create a sense of community among themselves. Participants served by the program reverse roles and become persons providing service to others. The HELE 2 Work program is far more than a supportive employment program. Beyond affecting individual participants, this project is already building connections within our community and changing perceptions about homelessness.

Two years ago, IHS began revamping our employment programs to increase our clients' success entering the workforce. Presently best practices in employment support programs are combined with new methods intended to build social supports, create connections and engender a sense of pride and dignity. IHS intends to continue and fine tune these current components:

1. Individualized assessment, goal setting, and motivation building
2. Pre-employment classes including Computer Basics, Interviewing, and Resumes
3. Vocational training in urban agriculture or food service, hands-on practice and certificates of completion
4. Supervised, shelter-based volunteer assignments with a rewards system
5. Community engagement opportunities for participants to venture into team building and contribute to the community beyond the shelter through service projects while building skills and positive work habits: park/beach cleanups, assisting the City's homeless encampment clean-ups, graffiti removal, shopping cart retrieval, invasive species and weed eradication, cleaning services, garden planting, and event support services; a rewards system is incorporated.
6. Employment placement/support takes place with IHS's employment specialist, case managers and collaborating organizations

The innovation includes these steps

1. Program evaluation with recommendations
2. Create new programmatic structures and activities that lead to improved emotional intelligence and communication necessary for workplace success
3. Develop and implement structures for mentors/job coaches research, develop and implement a method for compensating participant trainees with stipends
4. develop and implement a structured training plan for one or more new vocational specialties
5. increase network of employers willing to hire IHS clients
6. assess feasibility of creating a fee for service "spin off"
7. improve program data tracking system for program evaluation

3. Please explain how your innovation is a clear improvement over what already exists or what is currently meeting the needs of your clients, constituents, members, or customers.

IHS has offered clients employment support for many years, but the current program and vision addresses some of the deepest issues preventing people from lifting themselves out of homelessness. Recovery takes place in many realms (medical, behavioral, financial) and we offer services to catalyze and support the processes, but, we cannot afford to be paternalistic or create dependence; we must facilitate self reliance and sustainability.

Project leaders maintain this intent and will incorporate it into new program design. For example, job training and skill building activities focusing on individual achievement are coupled connections and community building; for example, when HELE 2 Work provided catering at the Film Screening of "ICE, Hawaii's Crystal Meth Epidemic" at

The Arts at Mark's Garage. While catering was the training task, participating in a community-wide event was the primary goal.

Facing the realities and effort it takes to rebuild a life after homelessness is overwhelming. In most cases falling into homelessness is a long process with inopportune circumstances, poor decisions, trauma, illness, lack of resources, and broken relationships. There is no single culture of homelessness, yet whether sheltered or unsheltered, most people feel stigmatized and basic survival is the primary concern. Daily activities are often crisis oriented and many habits evolve in response to marginalized subcultures or become institutionalized as the unintentional result of shelters and other homeless service providers. HELE 2 Work creates opportunities for participants to engage in new structures and experiences that build adaptive skills and habits with positive associations.

Other clear improvements 1) a compensation method for qualified participants like a stipend for trainees 2) increased network of employers willing to work with IHS clients 3) additional fields for vocational training 4) new program evaluation measures possibly to include emotional intelligence

4. What impact do you expect the innovation to have on your field or on other fields? Provide specific examples of how your innovation will benefit the public.

In short, we expect this innovation will help increase the number of people moving out of homelessness equipped to maintain a stable life, thus reducing repeated episodes or chronic homelessness. This will be a significant financial savings to the public.

This program is also beginning to change community perception about homelessness. Businesses, community groups and the average person on the street that encounter IHS guests cleaning the parks, painting over graffiti, and delivering meals on wheels are confronted with the fact that members of our community who are homeless are making contributions rather than draining resources. In the last 3 months alone, the following is a list of services provided by the program:

3-Apr-2012	Parks Rejuvenation	5	
6-Apr-2012	Sand Island Beach Cleanup	3	
7-Apr-2012	Iwilei Cleanup	3	
10-Apr-2012	Park Rejuvenation	2	
12-Apr-2012	Carts Collections	3	
13-Apr-2012	Koko Head Crater Horse Stables	4	
17-Apr-2012	Parks Rejuvenation	3	
18-Apr-2012	Kaaahi Block Cleanup	4	
19-Apr-2012	Kalihi Stream Cleanup	3	
20-Apr-2012	Manoa Stream Cleanup	4	
24-Apr-2012	Parks Rejuvenation	5	
25-Apr-2012	Lanakila Meal on Wheels	4	
1-May-2012	Parks Rejuvenation	6	
3-May-2012	Carts Collections	5	
4-May-2012	Stream Restoration Project	2	
6-May-2012	Ala Wai Stream Clean	5	
8-May-2012	Plaque Placement	7	
10-May-2012	Koko Head Crater Horse Stables	6	
12-May-2012	Tantalus Cleanup	6	
15-May-2012	Parks Rejuvenation	5	

16-May-2012	Plaque Placement	5	
18-May-2012	Koko Head Crater Horse Stables		9
22-May-2012	Makapuu Beach Cleanup	8	
23-May-2012	Lanakila Meal on Wheels	5	
24-May-2012	Sumner Block Cleanup	8	
25-May-2012	Koko Head Crater Horse Stables		8
29-May-2012	Parks Rejuvenation	6	
30-May-2012	Kaaahi Block Cleanup	5	
2-Jun-2012	Haleiwa Weed Circle Cleanup	11	
5-Jun-2012	Parks Rejuvenation	5	
6-Jun-2012	Carts Collections	4	
7-Jun-2012	Koko Head Crater Horse Stables		11
8-Jun-2012	Kokua Kalihi Valley	4	
12-Jun-2012	Haleiwa Weed Circle Cleanup	10	
13-Jun-2012	Sumner Block Cleanup	6	
14-Jun-2012	Koko Head Crater Horse Stables		6
15-Jun-2012	Makapuu Beach Cleanup/Ulu Harvesting		4

The central core of this innovation is connection and fostering the small changes that begin to take place when isolation slowly subsides. IHS' proposal seeks to integrate multiple methods of a supported pre-employment/employment program with clinical features and become a demonstration project for other homeless service providers.

5. How have you tested demand or interest for your innovation? Have you developed a prototype of your product or pilot tested your new idea yet? Surveyed potential users? Please provide data and information from your early stage testing.

The past year's program data reflects a very high interest in this project among participants. When considering all levels of participation in this we served 469 individuals (7/1/11 to present). That represents 39% of all adults staying at IHS. Specific indicators related to participants also include

- ? 40 obtained employment, working with the employment specialist
- ? 121 participated in Urban Agriculture Training
- ? 37 earned certificates of completion for Urban Agriculture Training
- ? 407 engaged in volunteer services in the shelters or community
- ? 2,744 hours of service to the community were provided by IHS shelter guests through 164 separate events
- ? 11,777 hours of service were provided by shelter guests at the shelters

Community support and interest is very strong as well. Service activities and events have taken place at or in collaboration with Dept of Parks & Recreation, Dept of Facilities & Maintenance, Dept. of Environmental Services, Dept of Land & Natural Resources, Honolulu Police Dept Retail Merchants : Costco, Home Depot, Longs, Sam's Club, Foodland,Times, Office Depot, Wal-Mart, Don Quijote, Kmart, City Mill, Sears, Down to Earth, Food Pantry, Marukai, Pets Discount. Organizations: Honblue, Lanakila Pacific, Catholic Charities, Tantalus Community Association, Family Programs Hawaii, He'eia Wetlands

One of the most inspiring service projects has been the collaboration with the City during six homeless encampment cleanups led by Department of Facilities and Maintenance. Although IHS's outreach official team is deployed before and during the encampment cleanups, HELE 2 Work participants also help with informal outreach, encouraging the campers to seek assistance from IHS. This takes place as participants help the campers pack belongings and cleanup

the refuse left behind. A related project is shopping cart retrieval and return. In both of these examples individuals in the process of recovering from homelessness are actively giving back to the community to help remedy problems that homelessness imposes on the community.

While beach/park cleanups and rejuvenation projects are popular for participants and community providers, direct service to others seems to have greatest personal impact for guests, such as assisting Lanakila Pacific with Meals on Wheels, which directly reverses the role of IHS shelter guests from recipient of service to service provider.

One significant point from IHS' data is that half of the individuals who obtained employment by working with IHS' Employment Specialist were also engaged with other HELE 2 Work activities. This link is not coincidental; we believe the project's approach of offering multiple methods and modalities for experiential learning that can result in building connections, positive relationships and constructive habits can help our clients get and maintain employment. The willingness to re-enter mainstream community life and withstand usual stresses of work can be generated by this project.

6. Are you aware of others working in a similar way as your proposed innovation? Please describe these other efforts and describe how your innovation is different from theirs. Do you plan to collaborate? If so, how?

Supported employment is recognized as a best practice used to help individuals move out of homelessness. Through the efforts of supportive employment programs individuals are capable of re-engaging with the work force or entering into educational programs. These programs help to bolster the individuals' self-worth and feelings of connectedness with society. Much literature is available through National Alliance to End Homelessness and the SAMHSA Homelessness Resource Center (<http://homeless.samhsa.gov/channel/supported-employment-513.aspx>).

Two such programs are

1) Thrive DC (Homeless service provider in Washington, D.C.)

Real Opportunity Training and Employment Support, which offers

- ? 23 weeks of intensive employment training
- ? Teaching of "soft skills," such as attire, teamwork, and conflict resolution
- ? Workshops in finance and personal budgeting
- ? Resume writing and job search support

2) ACE Project Comeback (Homeless Service Provider in NYC). Project Comeback is a 4-6 month rehabilitation program including The Job Readiness Workshop Series with a 15-lesson curriculum focusing on employment readiness and a Literacy & Adult Basic Education Program.

Locally, IHS collaborates with Lanakila Pacific. While not specifically a homeless service provider, Lanakila's Workforce Resources is a program designed to provide training and work experience for adults with disabilities that would otherwise have difficulty securing a job. The collaboration has help IHS shape some of the service provided.

What sets IHS' proposal and innovation apart is that it addresses the affective domain. While skill building and vocational instruction are essential, IHS' client populations have numerous clinical needs and instabilities related to homelessness that can interfere with typical employment programs. While, we are not proposing a clinical treatment program, IHS does intend to use some clinical tools and approaches to help participants gain confidence and competencies required to be successful in the workplace.

The work plan includes “Create new programmatic structures and activities that lead to improved emotional intelligence and communication necessary for workplace success”. One example intended for the initial participant assessment (Dream Building Process) will help individuals envision a realistic life beyond homelessness and set up milestone to achieve it. Specific tools or protocols are not yet selected, but a standard prevocational assessment and service plan is not sufficient. Other activities need to be grounded within the recovery model or clinical-like protocol, such as the “group debriefing” after participants provide services in the community during a park cleanup. IHS will pursue this work plan item to be integrated into the program activities, rather than as a separate area of instruction.

7. Please describe the background of your primary innovation team. If your innovation is a collaboration or partnership, please provide information about each partner’s role and responsibilities. (e.g. Who will be the lead? Are key staff in place or will you hire?)

All key staff are in place

November Morris, Program Coordinator, 3 ½ years at IHS: Shelter Supervisor and Civic Engagement Program Coordinator. Education (BSW), professional experience and over 10 years with theater production lend a unique mix of skills and talents that has driven this project’s evolution. Role: program development, management, coordinate with City/State, community organizations and businesses for planning community service projects, leads activities, conducts assessments, supervises staff and volunteers.

Darren Castellano, Team Leader, hired last year from Lanikila Pacific when IHS was awarded initial funding for our Civic Engagement Program. His background in food service, landscaping and role as a job coach for persons with special needs makes him a strong staff member. Role: leads community service activities, provides skills and safety training for guests, conducts assessments, counsels and supports participants, manages program tools/equipment, drive vehicles, assist with planning.

Reggie Gorham, Urban Ag Training Coordinator, came to IHS specifically to spearhead the Urban Agriculture Initiative. Role: coordinates and provides training.

Ed Nakamua, Employment Specialist has worked at IHS since October 2004 and was promoted to Employment Specialist in December 2007. Role: participant assessment, employment plans, job readiness curriculum delivery, job development and placement assistance, and participant follow-up/employment status verification.

Minda Golez, Dir of Housing and Employment, 5 years experience guiding the IHS’ employment programs; provides program oversight, supervision of Program Coordinator and Urban Agriculture Training Coordinator, works with IHS’ Dir of Grants/Evaluation to ensure program compliance and outcomes.

Destiny Pakele, Housing and Employment Office Manager, has provided administrative and data management support to the housing & employment programs since 2007; assists with monthly and quarterly program reports

8. How will you grow the impact of your innovation? Describe how your innovation has potential to scale up and expand benefit beyond just your organization. Be specific about expansion plans and targets for making that increased impact. (e.g. increase in users, replication at other sites/communities, etc.)

Inherent in the nature of HELE 2 Work is the benefit to Honolulu’s communities beyond our organization. This project is about renewing “human capital” for the individuals’ benefit and for the community at large. Outlined in the work plan are two research and development activities that will expand the program’s impact.

1) Develop and implement structures for mentors/job coaches (volunteers from community business, schools, organizations, program graduates). IHS envisions a cadre of community volunteers willing to mentor/coach program participants through various stages of HELE 2 Work. IHS has an active Volunteer Program for members in the community who want to make an impact. For some folks, serving meals or helping children with homework club are good placements, but other folks are looking for a more in depth opportunity. We also hope previous program participants will be willing to serve as mentors. These relationships are anticipated to open doors to employment and reinforce the process of working toward and reaching goals.

2) Develop in-house Structured Training Plan - options may be A) Custodial work, B) Food Service (server banquet), C) Retail through Kokua Corner IHS's free thrift store, C) General Maintenance/Handyman, E) Clerical. Current job skills training at IHS is limited to the urban agriculture and food service. Expanding into at least one additional area will provide more opportunities. Reaching out to the Hospitality business sector and collaborating in a training program is currently under consideration. A joint project could be integrated into of a fee for service venture.

Although not specifically mentioned in the work plan, feasibility research for the "spin off" business could include acquiring contracts for landscaping or other services from government or private business as to provide participants the venue for work/training hours.

An additional method for expansion relates to the target population. The majority of participants are IHS shelter guests, some are clients, who were previously homeless, and some are unsheltered homeless individuals. Expansion can easily take place by marketing the program more broadly amongst the homeless service providers. Concerns about project scale and quality of service should review before expansion is considered. Certainly by the end of the project year, the project and innovations could be replicated by other shelters and service providers.