

Strategies for Wraparound Services for African American Men Seeking Employment

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PolicyLink is a national research and action institute advancing economic and social equity by **Lifting Up What Works**®.

Preface

This PolicyLink series, *Building an Inclusive Economy*, brings together national best practice scans of specific sectors and strategies that work to create economic opportunity for disadvantaged populations. The four briefs in this series were originally created for the City of New Orleans to help the Mayor's Office, local anchor institutions, and community organizations develop strategies to address the 52 percent unemployment rate among African American men in that city. These briefs have subsequently been adapted for a national audience—including the federal Sustainable Communities grantees—that are working to advance equitable outcomes in their municipalities and their regions.

The briefs—*Strategies for Addressing Equity in Infrastructure and Public Works*, *Strategies for Strengthening Anchor Institutions' Community Impact*, *Strategies for Health-Care*

Workforce Development, and Strategies for Wraparound Services for African American Men Seeking Employment—demonstrate successful policies and practices for incorporating disadvantaged workers and firms into employment and procurement opportunities in various sectors and for ensuring an integrated approach to their workforce success.

Introduction

Generally, the term wraparound is used to describe “an intensive, holistic method of engaging individuals with complex needs so that they can live in their homes and communities and realize their hopes and dreams.”¹ In the context of workforce development, wraparound services cover a range of issues, such as educational attainment, technical and vocational skills training, transitional jobs, job placement, and legal services that help disconnected individuals overcome personal and systemic barriers to employment.

Men of color, particularly African American men from low-income communities who have prior criminal convictions or who are chronically un- and underemployed, face significant barriers to gaining and maintaining employment. These barriers include, among others, low educational attainment and skills sets that are not matched to the wants or needs of anchor institutions and growing industries, employment practices that discriminate against formerly incarcerated individuals, and a stagnant economic recovery.

Fortunately, both public and private sector entities are beginning to realize and address these barriers and develop targeted efforts to help African American men with disadvantaged backgrounds find entry-level jobs that pay family-sustaining wages and have an upward career trajectory. A key first step toward employment is ensuring that workers have access to and are equipped with the human, social, and cultural capital and support to facilitate their transition into the workforce and back into society.

Six wraparound service providers presented in the following pages take a comprehensive approach to helping young people of color, by providing supports that include pre-employment services, transitional jobs, job placement services, and other social and economic assistance. Each program emphasizes meeting individuals where they are in their journey to societal reintegration and works with them to be as successful as possible. Additionally, many of the programs highlight the importance of working with outside employers to form

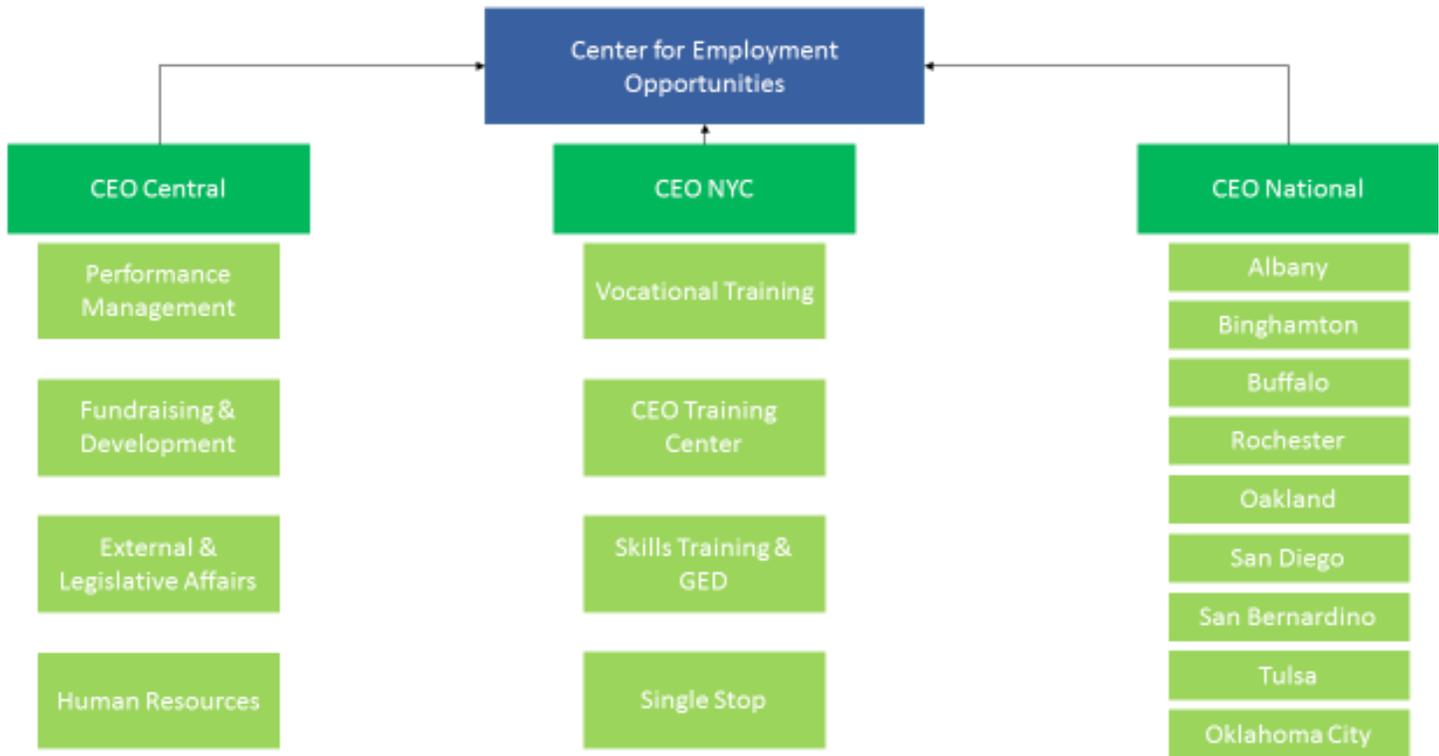
partnerships or creating in-house social enterprises to provide transitional jobs so that workers can begin to earn a wage and overcome some of the financial barriers that exclude them from securing full-time employment.

Case Studies

Center for Employment Opportunities (CEO),² New York City, New York

Organizational and Management Structure: Although headquartered in New York City, the Center for Employment Opportunities (CEO) maintains offices and programming in several other cities (see chart on next page). Despite the great geographic diversity, each satellite employs similar practices. Additionally, CEO offers employers with services that ensure new employees are ready for the technical and interpersonal aspects of the job.

Key Components: The CEO program model contains four key components that help formerly incarcerated young people transition from prison into the workforce. The pillars include life skills training, short-term transitional paid employment, full-time job placement, and post-placement services. Participants progress through these steps sequentially in a highly structured and supervised manner that helps them smoothly transition into the workforce and enhance success (see diagram on page 4). The **life skills training** module includes workshops on résumé writing and how to conduct a job search, training in how to strategically discuss previous criminal convictions with employers during the interview process, and lessons on workplace-appropriate dress and behavior. Next, CEO provides **transitional jobs**, including maintenance work crews and custodial and grounds-keeping services for public and private entities, which allow participants to practice the workplace behaviors learned in life skills training while earning a paycheck. During the transitional job period, workers are expected to meet and are evaluated under the Center’s Company Principles of Success (CPS), which is in turn reviewed by job coaches and job developers as they help participants begin looking for full-time employment. The third component in the CEO Model, **full-time job placement**, allows participants to receive one-on-one job coaching to address any gaps not addressed in the previous two pillars. Once job ready, participants meet with job developers, who have partnered with employers, to find jobs that best match the workers’ interests, skills, and



(Adapted from the Center for Employment Opportunities' 2013 Annual Report)

abilities. Finally, CEO has **post-placement services** including retention specialists who provide work-related counseling, crisis management, and help with long-term career planning. Additionally, previous participants who can demonstrate that they are still employed, by showing paystubs, are eligible to receive bonuses from CEO as they reach job retention milestones, as part of the Rapid Rewards incentives program.

Population Served and Demographics: Men and women recently convicted or released from prison, men and women on parole, and employers looking for well-trained workers participate. Of CEO participants, 94 percent are men, with an average age of 31 years. One-third are between the ages of 18 and 25, and approximately 70 percent are fathers. The CEO's ethnic makeup, similar to New York's prison population, is 59 percent Black; 37 percent Hispanic; and 4 percent White, Asian, or other.

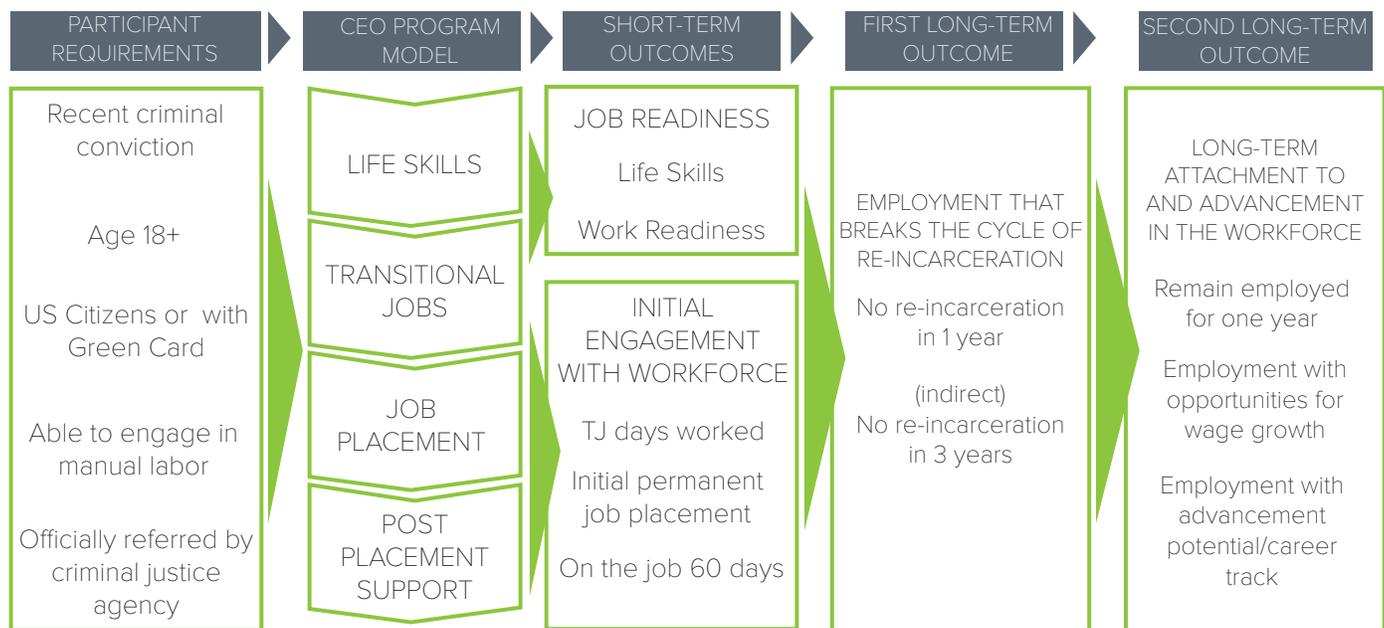
Key Organizations: CEO mainly relies on government funding to support its programming, but also receives grant dollars

from several foundations, including the Cornerstone Foundation and Google.

Cost: The reported cost is \$4,263 per group member, including \$1,000 in direct payments to participants.

Outcomes: Since 1996, CEO has helped 17,000 formerly incarcerated individuals find and secure full-time employment. For fiscal year 2013, the most recent period for which there are data available, CEO reports the following figures:

Scale	Enrollments	Placements	Avg. Hourly Wage (\$)
New York City	2,217	948	10.00
Nationally (excluding NYC)	1,192	787	9.25
NYC + Nationally	3,409	1,735	9.00



(Adapted from the Center for Employment Opportunities' 2013 Annual Report)

**Center for Urban Families (CFUF),³
Baltimore, Maryland**

Key Strategy:

- **Adaptability:** The geographic diversity and success of the program indicates that it is highly replicable and implementable in a variety of settings. The highly structured and tightly supervised nature of each key component facilitates participants' transition into the workforce by providing them with a routine, feedback, and social support throughout their tenure.

More Information: Visit the website at <http://ceoworks.org>.

Organization and Management Structure: The STRIVE Baltimore program, a workforce development program, is managed by and housed in the Center for Urban Families (CFUF) headquartered in the Greater Mondawmin neighborhood.

The Workforce Development team consists of five people, including two STRIVE trainers. Through the core components (next section) this team works with the Client Services team to ensure that the services provided to clients are comprehensive and seamless. Finally, CFUF lists several public and private entities as partners in wraparound service provision:

- Baltimore City Community College (Training/Higher Education)
- Baltimore City Mayor's Office of Employment Development (Workforce Development)
- Baltimore Healthy Start, Inc. (Family Services)
- Bon Secours Health System (Health)
- Carrington House (Emergency Housing)
- Columbia University (Evaluation)
- Department of Public Safety & Correctional Services (Criminal Justice)
- Digit-All Systems (Training)
- Gaudenzia Addiction Treatment & Recovery (Substance Abuse Treatment)
- Green Job Works (Employment)
- House of Ruth (Domestic Violence)

- Johns Hopkins University (Evaluation/Training/Employment)
- JustAdvice (Legal Services)
- The Maryland Department of Human Resources (Workforce Development)
- The Woda Group, Inc. (Affordable Housing)
- YMCA of Central Maryland (Health and Physical Fitness)

Key Components: The CFUF Workforce Development Program (WDP) consists of the following core components, as described on its website.

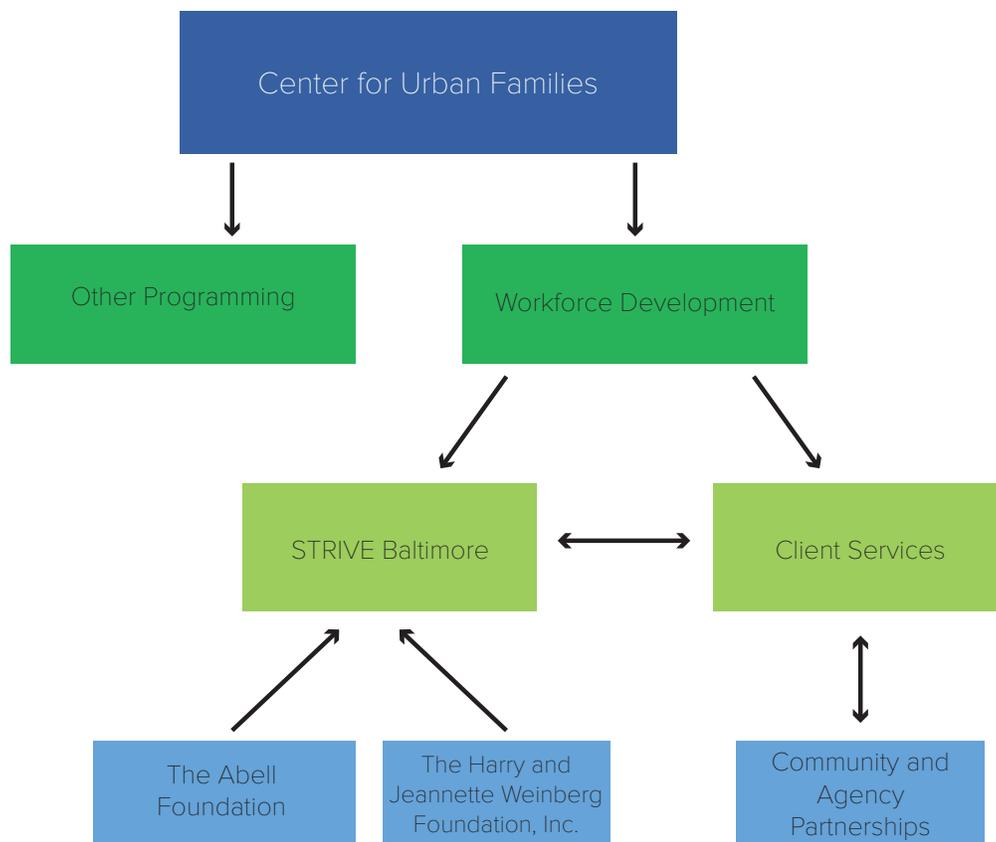
- Pre-employment services to help low-income workers secure employment (STRIVE Baltimore)
- Job retention and advancement programs to help low-income workers stay employed, advance in the workplace, and move toward family-sustaining wages
- Market-driven training and certification programs
- Intensive career and family-focused case management
- Access to critical work supports and work-related benefits, including transportation subsidies, clothing assistance, and on-site access to a comprehensive supportive service referral system

Population: Formerly incarcerated and/or chronically un- or underemployed individuals participate in the program.

Key Organizations: The Abell Foundation and The Harry and Jeannette Weinberg Foundation, Inc. are the two major funders of the CFUF Workforce Development program, specifically STRIVE Baltimore. Most recently, in 2014, the Abell Foundation awarded the Center for Urban Families a \$350,000 grant to continue the STRIVE Baltimore workforce development program. Furthermore, in 2012, the year for which most recent data are available, The Harry and Jeannette Weinberg Foundation, Inc. contributed \$250,000. According to an interview with Chelsea Feinstein of *The Daily Record* in Maryland, Joe Jones, the founder and CEO of CFUF, related that they bypass federal funding because it is too prohibitive for a program that graduates different sized classes with different needs each year. The private dollars, according to Jones, allow the program to be more flexible and adaptable to meet the need of participants.

Cost: \$3,784 per participant

Outcomes: In the year 2011, for which there is the most recent data, the STRIVE Baltimore program, managed by and housed in the Center for Urban Families headquarters, graduated 368 participants. The demographic profile of the graduates includes 66 percent men, 45 percent with a prior conviction, and one-third without a high school diploma or GED. Sixty-two percent of participants—228 individuals—were employed after



graduation and earned an initial average wage of \$10.16/hour, which is \$2.91 higher than the Maryland and federal minimum wages and on par with the \$10.10/hour figure proposed by the Obama Administration. Finally, of the 2011 graduating class who gained employment after graduation, 75 percent retained their job for six months or longer.⁴

Key Strategies:

- **Asset vs. deficit:** The specific strengths of program participants should be emphasized and strengthened, not ignored or taken for granted. Specifically, the ability to survive in the “underground” economy has conferred on program participants’ skills and talents that can be transferred into the “mainstream” economy and workplace.
- **Staff recruitment and alumni mentorship:** Individuals with “street knowledge” are essential to employ as program staff because they are uniquely able to interact with and relate to candidates, thus building trust and rapport. Similarly, using successful alumni as mentors to new participants is essential to gaining trust and credibility from the community. In short, the messengers are as important as the message.
- **Employer engagement:** In addition to training employers not to discriminate against participants with prior convictions, they are essential to the curriculum development and training processes. Furthermore, once anchor institutions initiate involvement with traditionally disconnected populations, it provides an entry point for ancillary institutions to do the same.

More Information: Visit the website at <http://www.cfuf.org>.

North Lawndale Employment Network (NLEN),⁵ Chicago, Illinois

Organization and Management Structure: The structure of the North Lawndale Employment Network—how individuals enter and benefit from the program—is shown in the graphic on the next page.

Key Components:

- **U-Turn Process:** The U-Turn Process is the overall trajectory that guides the U-Turn Permitted and Express programs. It begins with an orientation process, registration for U-Turn Permitted, an anger management class, and a job readiness assessment. As part of job readiness, participants complete a service project and attend workshops in the following:
 - Workplace ethic and etiquette
 - Team building
 - Conflict resolution
 - Constitutional law
 - Expunging, including clemency and sealing
 - Financial coaching and income support assistance through the Center for Working Families
 - Strategically completing job applications and developing a competitive resume
 - Preparing to answer any interview question, including questions about felony conviction(s)
- **U-Turn Permitted:** In this four-week long program intended to help formerly incarcerated individuals reintegrate into the workforce and society, participants undergo conflict resolution, anger management, team building, résumé development, financial counseling, and racial healing classes and workshops. Graduates of the program are eligible to work with a Workforce Coach who helps them find employment, either through direct placement or a guided self-directed search, and remains in constant contact to support them and help ensure retention success.
- **U-Turn Express:** This accelerated program intended for people without prior criminal convictions who are actively seeking work focuses on services that directly relate to employment including résumé writing, building interview skills, job-search training, and budgeting and credit score improvement.

Population Served and Participant

Demographics: NLEN predominantly serves African Americans and women, 95 percent and 55 percent, respectively. A majority of participants are between the ages of 31 and 50 years (51.3 percent).

- **Sweet Beginnings:** Sweet Beginnings is a subsidiary of the NLEN and offers full-time transitional jobs for formerly incarcerated individuals and others with significant barriers to employment. Sweet Beginnings produces and sells all-natural skin care products featuring its own urban-produced honey. While employed at Sweet Beginnings, employees learn to demonstrate the qualities required of them in an unsubsidized job, including punctuality, workplace etiquette, interpersonal communication, independent work habits, and how to effectively work in a team.⁶

Cost: Not available

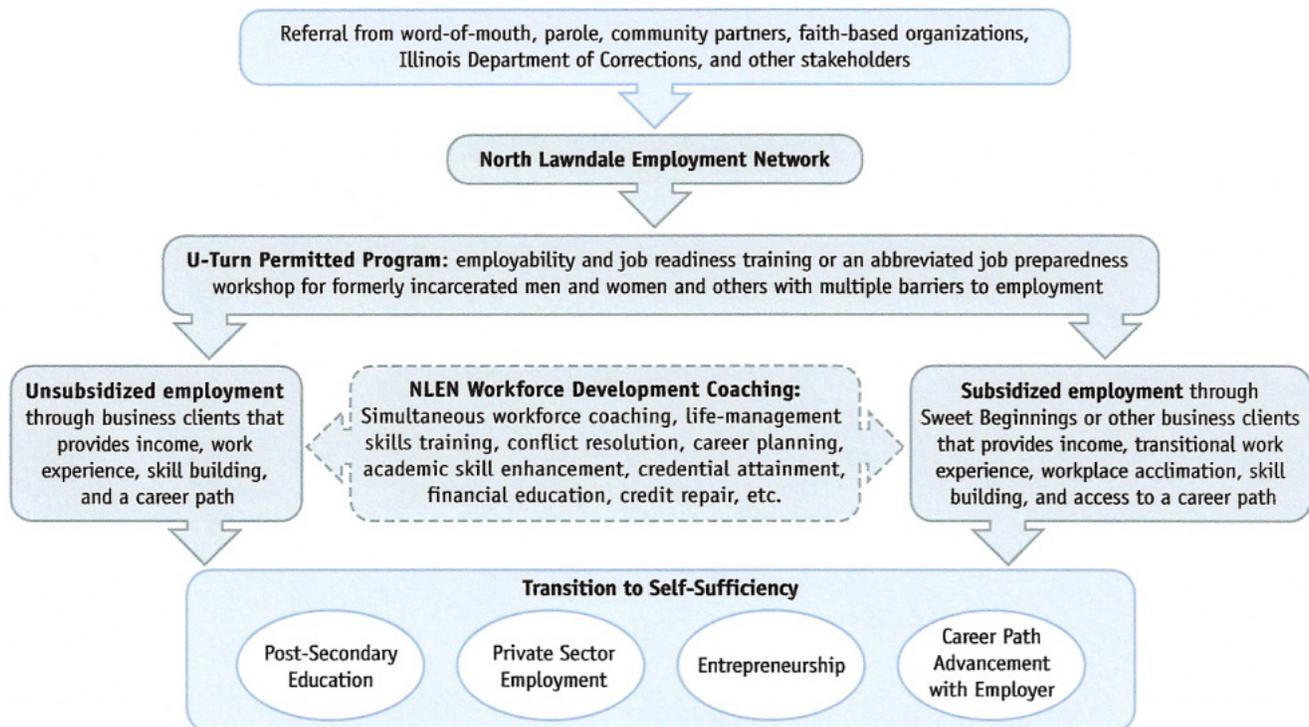
- **Outcomes:** According to NLEN's Strategic Plan Update FY2011–FY2013, over the past two years, the organization has served over 3,000 individuals with 1,953 either actively looking for work or currently employed.⁷

Key Strategies:

- **Multiple programs:** Separate programs based on the participant's status allows NLEN to best direct services and resources in a way that meets participants' needs and experiences. Targeted programs like U-Turn Permitted and U-Turn Express ensure that individuals are able to enter the workforce as soon as possible and begin contributing to their local (and the national) economy.
- **Social enterprises:** The use of wraparound service-owned social enterprises allows workers to practice new skills and workplace behaviors while earning a paycheck and preparing for full-time, unsubsidized employment. Additionally, social enterprises help to reduce the recidivism rate among formerly incarcerated individuals. Sweet Beginnings reports recidivism rates for its employees at below 4 percent, compared with the national average of 65 percent and the Illinois average of 55 percent.

More Information: Visit the website at <http://www.nlen.org>.

North Lawndale Employment Network Participant Flowchart



Philadelphia Youth Network (PYN),⁸
Philadelphia, Pennsylvania

Organizational/Management Structure: Philadelphia Youth Network is the managing partner of WorkReady Philadelphia. In this role, PYN staffs and convenes the partnership, which includes employers, schools, community-based organizations, advocacy groups, labor unions, and other stakeholders. Additionally, PYN contracts with several dozen youth-serving organizations to operate a portfolio of programs on behalf of the Philadelphia Council for College and Career Success and Philadelphia Works, Inc.

Key Components: WorkReady Philadelphia seeks to create a systemic approach to career-connected education. To effectively approach this work in a holistic manner, it incorporates many cross-sector partnerships dedicated to improving economic outcomes of all youth in Philadelphia. Critical elements of the program include the following.

- **Summer programming:** Internships with various partner organizations across the city are provided for youth ages 16–21 years, service learning opportunities are open to youth ages 14–21, and general work opportunities are provided to youth ages 14–21.
- **Year-round programming for in-school youth:** 21st century skill development through experiential learning curricula, a comprehensive two-year training program creating a pipeline to high growth industries, and school-year internships are included and all programs are tailored to 11th and 12th graders.
- **Year-round programming for out-of-school youth:** E³ Centers (Education, Employment, and Empowerment) provide neighborhood-based, holistic approaches to preparing out-of-school youth and youth returning from juvenile placement to achieve long-term educational, career, and personal goals. Occupational Skills Training is a program that offers opportunities for technical-skill development in targeted industries specifically for out-of-school, over-aged youth.

It is important to note that other educational programming supports PYN's mission to develop workforce ready youth that strengthens WorkReady's program strategy:

- **Project U-Turn:** A collaborative approach to dropout prevention and re-engagement.

- **CollegeReady:** A citywide campaign that looks to increase college success by tracking and analyzing postsecondary outcomes for all Philadelphia youth.

Outside of providing targeted strategies for various subsets of youth throughout Philadelphia, PYN also provides multiple access points for their services including contracted providers, schools, WorkReady Online Application, and a WorkReady hotline. The message is clear: PYN meets youth where they are and makes the process as clear and straightforward as possible.

Population Served: Philadelphia youth, both in-school and disconnected youth, ages 14–24 years.

Key Organizations: Local and state government actors include the Mayor's Office, Philadelphia Works, and the Philadelphia Council for College and Career Success. In addition, PYN and all of its programs work closely with the School District of Philadelphia.

Private sector partnerships include corporate sponsors such as Bank of America and Goldman Sachs, as well as both local and national philanthropic institutions such as the William Penn Foundation, Annie E. Casey Foundation, the United Way of Greater Philadelphia, and the Stoneleigh Foundation. Notably, The Philadelphia Foundation and GlaxoSmithKline invested and partnered in the creation of a biotechnology industry pipeline program piloted at two public high schools.

Cost: For employment partners, costs may range from \$1,550 to \$1,956 for one summer intern.⁹

Outcomes: PYN touts both short-term and long-term impacts.

- **2012–2013 outcomes:** Over 9,800 youth were served, of whom over 75 percent were African American; it achieved gender parity (52 percent vs. 48 percent male vs. female participation); and over 96 percent of youth felt better prepared to get a job. Most notably, youth in the program earned over \$6,161,585 in wages.
- **10-year outcomes:** Since the creation of the WorkReady program, over 88,000 youth have gone through the PYN pipeline, over \$200 million has been invested in this system through public and private sources, and over 130 organizations have partnered with PYN in preparing workforce development programming and services.

Key Strategies:

- **Diversify funding portfolio:** In 2013, over 25 percent of PYN's funds came from private sources, an increase of over 10 percent from the previous year. As PYN evolves, it acknowledges that its heavy dependence on federal funds (such as WIA and TANF) will need to change to ensure the sustainability of the organization. Only 3 percent of PYN's funds came from fee for service.
- **Build capacity in workforce development partners:** Building a workforce development initiative in Philadelphia has also meant ensuring that partners involved in programming and employment had the capacity to serve youth involved in PYN. It has directly worked with many partners across the city to ensure that they had the skills, capacity, cultural competency, and tools needed to effectively engage with all youth in the workforce pipeline.

More Information: Visit the website at <http://www.pyninc.org>.

Evergreen Cooperatives,¹⁰ Cleveland, Ohio

Organization and Management Structure: Evergreen Cooperatives is a network of new employee-owned businesses that supply goods and services to several large anchor institutions in Cleveland's Greater University Circle. The new businesses are structured as cooperatives with some social aspects. Current cooperatives include Evergreen Cooperative Laundry, Ohio Cooperative Solar, and Green City Growers Cooperative.

There is also an Evergreen Housing Program which offers stable housing to members through interest-free loans for home purchasing and a related pilot program that offers Nissans to employees at reduced cost and also assistance in credit and financial counseling as described in an evaluation of The Living Cities Integration Initiative in Cleveland, published by Urban Publications.

Key Components:

- **Focus on asset and wealth-building:** Evergreen Cooperatives and all of its businesses hire locally and are employee-owned.
- **Equip operations with an equity frame:** It applies an equity frame throughout its operations, capping CEO compensation at five times its lowest-paid employee. This five-to-one ratio is not broken, except in exceptional circumstances. In addition, all workers earn a living wage and receive full health benefits.
- **Use a cooperative model:** All employees must invest into the enterprise as part of the cooperative model. This investment comes in the form of a payroll deduction of \$0.50/hr. The final investment totals \$3,000. Profit distributions back to employees are based on the length of employment, hours worked, and salary. Evergreen projects that an employee can accumulate over \$65,000 in eight years.
- **Select strategic locations:** Evergreen elects to place businesses in the specific neighborhoods where the potential employee pool resides. In addition, they look to place the businesses along accessible public transit lines because many of the residents these businesses serve do not have cars/licenses.
- **Engage in fair hiring practices:** They do not take past criminal records into consideration when hiring new workers. Over 50 percent of their workforce has a felony record.

- **Establish a development fund:** A revolving loan fund provides low-interest financing to cover capital costs of Evergreen’s new cooperatives. Once profitable, all existing cooperatives contribute at least 10 percent of their pre-tax profits to the fund to seed new businesses.

Population Served: Evergreen enterprises hire locally: they are located in six target neighborhoods within a four-mile radius of downtown Cleveland, and seek out employees residing locally in those communities. In addition, the organization works with a local workforce development nonprofit to recruit its workers from community networks. Approximately 50 percent of hired employees have felony records.

Outcomes: To date, Evergreen operates three separate employee-owned businesses and employ over 125 people. In addition, the anchor institutions of Cleveland have remained highly engaged in Evergreen’s strategy and have expressed interest in maintaining procurement locally.

Key Organizations: Private, public, and philanthropic institutions play a key role in the operation of Evergreen Cooperatives. These institutions include the Cleveland Foundation, the anchor institutions involved in the Greater University Circle (Cleveland Clinic, University Hospitals, Veteran Administration Medical Center, and Cleveland Museum of Art, to name a few), Shorebank Enterprises Cleveland, and The Democracy Collaborative of the University of Maryland (thought partners and visionaries throughout this process).

It is important to note that Evergreen was created through a demand-led process; it rooted its direction and key business objectives in the needs expressed by anchor institutions—public entities that had a vested interest in seeing the revitalization of Cleveland’s economy.

Costs:

- Average costs vary depending on the type of cooperative business. Evergreen Cooperatives thinks of costs as the start-up and operating capital for the business.
- Because these are employee-owned businesses, there is a “cost” associated with becoming a part of the cooperative: employees must invest \$3,000 into the umbrella organization. This is collected over time as a payroll deduction at \$0.50/hr.

Key Strategies:

- **Products/services have to be a good business decision for local businesses:** In other words, the social and financial incentives for local business partners must align. There are real incentives for anchor institutions and other local businesses to work with Evergreen Cooperatives because often times they can cut their costs by up to a factor of five.
- **Low-interest capital is critical to the success of social enterprises:** Sustainable and profitable social enterprises need philanthropic and other low-interest capital to get off the ground. In Cleveland, the broad base of initial support and buy-in from Cleveland’s anchor institutions, banks, foundations, and community institutions significantly contributed to Evergreen’s success.
- **Contracts are easier to negotiate than jobs:** Many challenges employers face involve the dearth of HR practices and skills to effectively work with and hire vulnerable populations. At times, it can be easier for a corporate partner to give a cooperative company a contract than it would be to hire one of the cooperative members directly.

More Information: Visit the website at <http://evergreencooperatives.com>.

Michigan Earn and Learn, Detroit, Michigan

Organization and Management Structure: The sites, program components, and funding partners of Michigan Earn and Learn are shown in the diagram on the next page.

Key Components:¹¹

Component	Participants Entered	Completed of those Who Entered
Work Readiness Training	93%	66%
Occupation Training	88%	32%
Adult Basic Education (ABE)	95%	6%
Supportive Services*	N/A	N/A
Transitional Jobs	N/A	N/A

N= 1,296

*Supportive services include public transportation, work clothing, testing/permits, and private vehicle mileage reimbursement.

Population Served: At-risk youth, young men of color (ages 18–24 years old), and formerly incarcerated and chronically unemployed adults living in the Detroit, Flint, and Saginaw areas are served.

Key Organizations: Michigan Earn and Learn partnered with several organizations for programmatic/administrative, service, and funding support. In total, three program administrators were responsible for implementation tasks, including, but not limited to program design and execution, grants and funding management, and performance management. The program administrators were Southwest Housing Solutions, Genesee/Shiawassee Michigan Works!, and Great Lakes Bay Michigan Works! Local entities handled service provision, including participant recruitment and screening, case management, support service referrals, adult basic education, training programs, and employment placement. The partners on this front were Focus: Hope, Arab Community Center for Economic and Social Services (ACCESS), Mott Community College, Baker College of Flint, and the Arnold Center, Inc. Finally, funding was provided by government and philanthropic dollars.

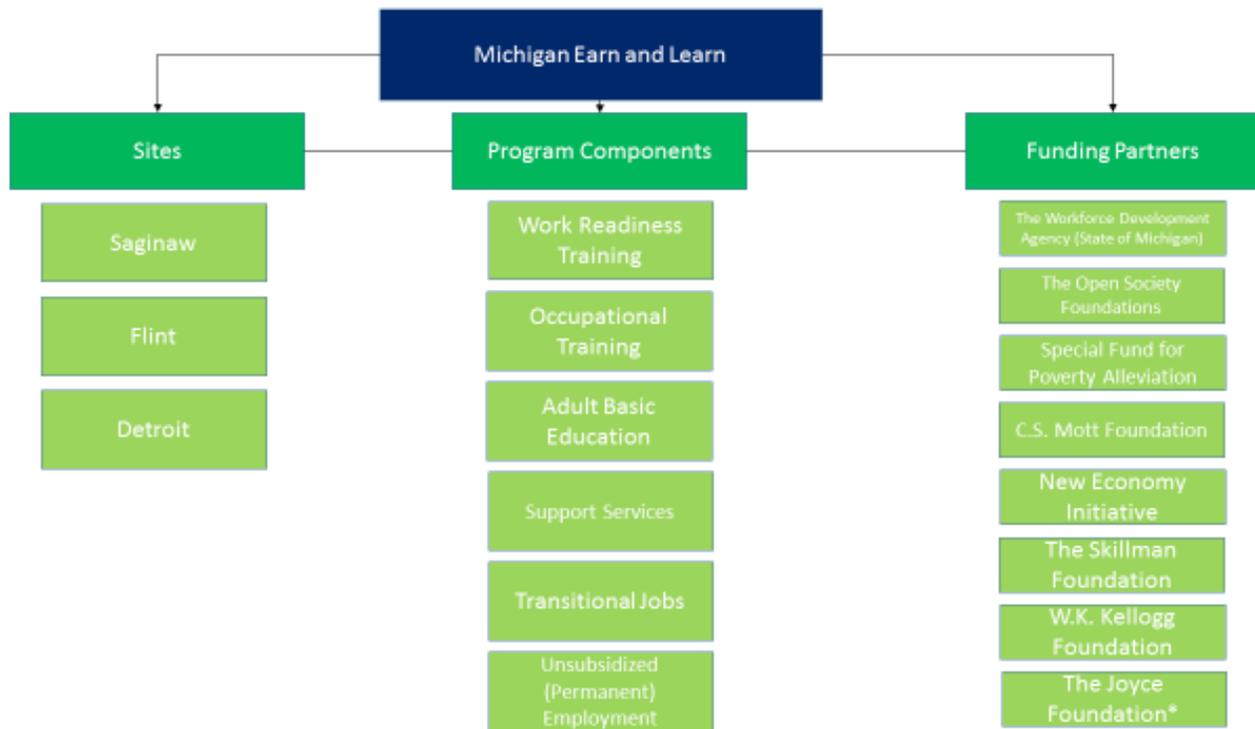
Cost: Approximately \$5,000 per person¹²

Outcomes: In the first 18 months of implementation, Earn and Learn served 1,296 people in the areas of intervention (61 percent, Detroit; 25 percent, Flint; and 11 percent, Saginaw). Furthermore, 800 people worked in a transitional job and 366 people earned an educational degree or certificate.

Key Strategies:

- **Address service gaps:** Many individuals required substance abuse treatment prior to beginning the program, but access to these services were not readily available.
- **Mitigate transportation barriers:** A majority of individuals enrolled in the program (56 percent) did not have a driver's license, while nearly half did not have access to a car (44 percent). These issues were exacerbated in Detroit (63 percent and 53 percent, respectively). Review bodies (Michigan's Workforce Development Agency, The Joyce Foundation), program participants and staff, and employers have identified transportation as a significant barrier to gaining and retaining employment. Moreover, transportation barriers are likely to be exacerbated in cities and towns with poor public transportation and/or crumbling infrastructure.

More Information: Visit the website at <http://www.earnandlearn.org>.



*The Joyce Foundation funded an independent evaluation of the Michigan Earn and Learn program.

Wraparound Services Recommendations

- 1. Establish an anchor organization/entry portal that acts as a “one-stop shop” for youth to enable boys and men of color who have been pushed out of the system to re-engage with social services.** An effective education/workforce development initiative has a lead agency that coordinates the myriad services and resources available to youth. It has access to and shares data and administrative capacity with the school district, employers, and other important social services.
- 2. Diversify funding portfolios and partners.** Motivate the private sector to investment and involvement by providing economic incentives to participate. Lift up existing policies that provide tax credits/subsidies to institutions that support workforce development of certain populations, or push state and local officials to create such policies if they do not exist. In addition, take advantage of all federal, state, and local funds already available for workforce development initiatives. Lastly, build pipelines with donors and investors into their respective industries.
- 3. Ensure that the lead agency has the capacity and staff to maintain and manage all relationships and partners in the workforce development system.** This capacity includes communication capacity to update

funders and the local community, evaluation and nuanced data collection capability, IT, HR, and development support.¹³

- 4. Create targeted strategies for unique populations in the community.** In-school youth, disconnected youth, and formerly incarcerated boys and men of color have different needs that need to be addressed uniquely. While having a one-stop-shop may streamline the administration burden of the multiplicity of services and partners at the table, it does not mean the same approach should be taken for every individual. A formal intake and tracking process should determine what services should be provided to each individual.

For more information on best practices in wraparound services for African American men seeking employment, contact:

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Notes

- 1 Eric Burns and Jesse Suter, “Effects of the Wraparound Process for Children with Emotional and Behavioral Disorders: A Meta-Analysis,” *Clinical Child and Family Psychology Review*, 12 (2009), 336-351.
- 2 Dan Bloom, et al. *Transitional Jobs for Ex-Prisoner Implementation, Two-Year Impacts, and Costs of the Center for Employment Opportunities (CEO) Prisoner Reentry Program* (New York, New York: MCDRC, 2009), http://www.mdrc.org/sites/default/files/full_592.pdf (accessed March 15, 2015).
- 3 All information in this case study, unless otherwise noted, was informed by “Workforce Development Overview” and “CFUF Programs”, Center for Urban Families, <http://www.cfuf.org/CFUF-Programs/>, <http://www.cfuf.org/Workforce-Development-Overview/>, (accessed June, 2014).
- 4 “Case Studies: STRIVE Baltimore”, The Abell Foundation, <http://www.abell.org/case-studies/strive-baltimore> (accessed June, 2014).
- 5 “NLEN 2011-2013 Strategic Plan Summary and FY2014 Direction”, North Lawndale Employment Network, <http://www.nlen.org/wp-content/uploads/2014/03/nlen-strategic-plan-update-presentation-fy2011-fy2013.pdf> (accessed June 2014).
- 6 “About Us: Get to Know Sweet Beginnings and the North Lawndale Employment Network”, Bee Love <http://www.sweetbeginningsllc.com/about-us> (accessed June 2014).
- 7 See NLEN 2011-2013 Strategic Plan Summary, at #5.
- 8 All information in this case study, unless otherwise noted, was informed by the Philadelphia Youth Network website, <http://www.pyninc.org/> (accessed June 2014).
- 9 These costs depend on the hourly wage paid to the intern. These estimates assume an employer may pay an intern anywhere from \$7.15 to \$10.00/hr. In addition, it is based on 20 hours per week for six weeks.
- 10 All information in this case study, unless otherwise noted, was informed by the Evergreen Cooperatives website, <http://evergreencooperatives.com> (accessed June 2014).
- 11 All information in this case study, unless otherwise noted, was informed by the Michigan Earn and Learn website, <http://www.earnandlearn.org> (accessed June 2014).
- 12 Jose Reyes (Chief Operating Officer of Detroit Employment Solutions) in discussion with the author, July 2014.
- 13 BCT Partners, Frontline Solutions, and PolicyLink, *Capacity Building Toolkit Manual: Planning Back-Office Supports for Growing Promise Neighborhoods* (Oakland, CA, 2012).

Acknowledgments

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Marc Philpart serves as the director of Boys and Men of Color initiatives at PolicyLink. In this role, he co-directs the Campaign for Black Male Achievement—a national membership network working to improve outcomes for Black men and boys—and is the principal coordinator for the Alliance for Boys and Men of Color—a statewide network of change agents working toward policy and systems change on behalf of boys and men of color.

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Kalima Rose is senior director of the PolicyLink Center for Infrastructure Equity. She leads the organization's sustainable communities work, helping implement regional equity, fair housing, and new infrastructure investments that strengthen economic resilience. She worked closely with Gulf Coast communities to shape a more equitable post-Katrina rebuilding of New Orleans and Louisiana.

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