



# THE FIRST SIX MONTHS OF SAME DAY PAY

Reflecting on the progress of Color Me Back and CLIP

**The following provides a summary of the experience and learning from the first six months of implementing and expanding same day pay opportunities in Philadelphia. Additional program implementation data is summarized elsewhere and available upon request.**

**We thank all of the partners, especially participants, and broad community support in all that has been accomplished.**

Prepared by The Scattergood Foundation, Winter 2020

*To the staff of Color Me Back, I would like to thank you for the work all of you do. This has been a blessing, you have brought life to people, it has brought hope and [the chance to] earn money. I truly thank you. May God be with you all. Thank you for CLIP and Color Me Back. Keep up the work. Love you all.*

-Thank you note from Same Day Pay participant

In April 2019, Mural Arts Philadelphia with funding from the Barra Foundation and the Sheller Family Foundation launched a new same day pay opportunity for individuals experiencing economic insecurity in Center City. By the end of the second, approximately three-month program cycle in November, which by then included an expanded set of stakeholders and support from the Office of Homeless Services (OHS) and the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) and a second work opportunity through the Community Life Improvement Program (CLIP), **451 unique individuals had participated in work opportunities through same day pay, and the program had distributed almost \$78,000 in same day pay wages.** During the six months of full implementation, the program attracted almost 70 new participants a month. The interest in this program has been phenomenal. During this program, we continue to ask: what are we learning about the potential impact of this new initiative? How can we continue to grow and develop this work to support lasting change for the individuals participating in these efforts? Our exploration of this work has focused on testing and further explicating a theory of change that has grounded this work from its inception. *Participants will have a chance to **connect** to no-barrier, same day pay opportunities offering \$50/day; through this experience they will **contribute** to community and **engage** with caring staff and peers; and ultimately **find a path** to new opportunities.*

From the beginning of this initiative, a core focus of this work has been to embed data collection and learning into this initiative. In this brief, we offer information gathered through work participation logs and a series of participant surveys collected during individuals 1<sup>st</sup>, 3<sup>rd</sup>, and 8<sup>th</sup> times engaging in the program. In addition, we have collected weekly staff reflections through surveys and team meetings, as well as engaged in longer learning sessions at the end of each approximately 3-month program cycle. We have also facilitated a focus group with program participants at Color Me Back and conducted brief interviews with businesses near the Color Me Back work site.

#### **Lead Implementation and Support Partners**

- Mural Arts
- Community Life Improvement Program (CLIP)
- Office of Homeless Services
- Managing Director's Office
- Department of Behavioral Health and Intellectual disAbility Services
- First Step Staffing
- The Scattergood Foundation
- Sheller Family Foundation
- Barra Foundation

**Based on these data, the following five key findings have emerged:**

1. Same day pay opportunities are reaching individuals that program partners hoped to engage through this type of effort.
2. Many participants have connected to same day pay opportunities multiple times, offering authentic opportunities for both contributing to community and engaging with peers and staff.

3. Many participants self-reported interest and experience with employment, but more targeted support is needed to help many participants, particularly individuals with multiple and persistent barriers to employment, take the next step.
4. A range of stakeholders are connected and committed to successful implementation and expansion of this work, which has led to the opportunity to create a citywide infrastructure that can support and scale same day pay opportunities and also a need to define specific roles and responsibilities in supporting this work.
5. Same day pay opportunities have created a space for a positive city dialogue around supporting Philadelphia’s most economically insecure and vulnerable individuals – challenging stigmas and building awareness of the supports and resources that have the potential to influence change. This program has the potential to positively contribute as a national model.

Below, we share more details about these findings and next steps.

#### **Implementation Timeline**

- April 23, 2019: Color Me Back program led by Mural Arts offers 10 opportunities/day.
- May 15, 2019: Based on growing demand and interest, the program begins operating a lottery to distribute opportunities equitably.
- May 20, 2019: The program scales operation, offering same day pay Monday-Thursdays.
- July 31, 2019: Mural Arts dedicates the first section of a mural in the SEPTA concourse, completing the first 14-week program cycle.
- August 5, 2019: The city joins the same day pay effort, offering 10 new opportunities a day in cycle 2 of the program through CLIP.
- August 15, 2019: The lottery climbs to over 100 for the first time since the program starts.
- November 14, 2019: The second program cycle ends.

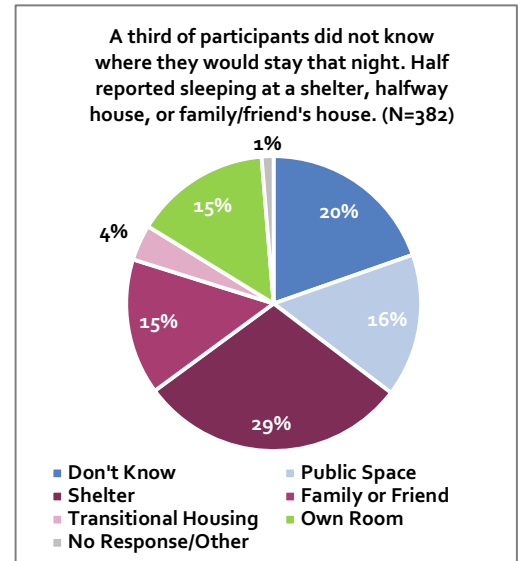
#### **About Same Day Pay Surveys**

This summary draws on data from three core sources, payment logs which track participation each day, as well as surveys of participants that are administered during their first and third work experience.

Participants have the option to opt out of survey collection. Our response rates on these surveys are as follows: 382 of 451 first-time participants opted in to responding to the first-time survey (representing an 85% response rate) and 157 of 178 third-time participants opted into responding to the third-time survey (representing an 88% response rate).

**Finding 1: Same day pay opportunities are reaching individuals that program partners hoped to engage through this type of effort.**

To understand the prevalence of housing instability among participants, we asked the question, “Where will you be sleeping tonight?” Among first time participants, 84% of first-time participant respondents identified a housing situation that was insecure and/or temporary (e.g., sleeping in shelter, transitional housing, or with family or friend), and specifically a third (36%) indicated that they would be sleeping on the street (16%) or did not know where they would be sleeping that night (20%). The city’s 2017 panhandling survey indicated a higher percentage of individuals sleeping in public spaces 52% compared to 16% in same day pay. However, a higher percentage of same day pay participants indicated they didn’t know where they would be sleeping that night, 20% compared to 9%. Same day participants and respondents to the city’s panhandling survey indicated similar levels of staying in their own room, 15% compared to 13%.

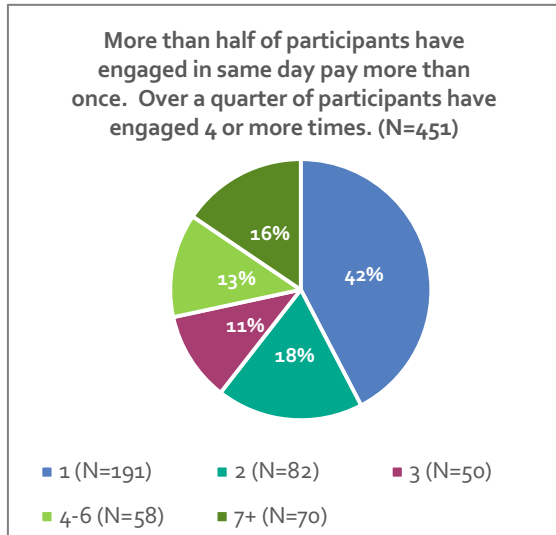


The majority of participants have been African-American and male with a relatively even distribution of ages between 25 and 64. 80% of first-time respondents were male, reflecting a similar percentage to the city’s 2017 panhandling survey (81%). However, additional sub-groups include the following: over 20% of respondents identified as female, 12% identified as white, 6% identified as Latinx, 6% identified as “youth” age 16-24, and 7% identified as veterans.

Overall, all individuals who have been interested in working in same day pay have had the opportunity to join the lottery and participate. By offering an environment that meets individuals where they are and how they show up, as long as basic safety guidelines are met, same day pay opportunities have offered an immediate opportunity for individuals to work regardless of housing, mental health, substance abuse, and/or other barriers that they may face.

**Next Steps:** As the program seeks to expand, we will continue to explore how these demographics shift, and identify where opportunities may exist to both increase the number of participants within specific target populations, as well as customize next step opportunities that might be available to and/or appropriate for specific groups – e.g., young adults and veterans.

**Finding 2: Many participants have connected to same day pay opportunities multiple times, offering authentic opportunities for both contributing to community and engaging with peers and staff.**



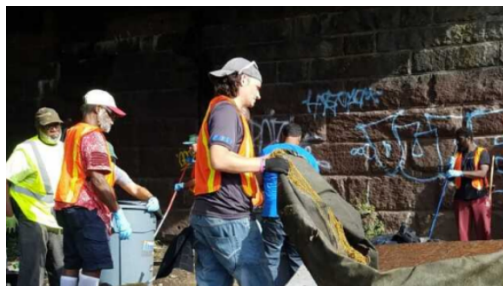
More than half of participants (58%) have engaged more than one time in same day pay, and more than a quarter (29%) have engaged four or more times. In addition, more than half of those participants who engaged two or more times participated in both Color Me Back and CLIP experiences.

These numbers only reflect the number of times participants were selected for participation. We know that most individuals joined the lottery more often than these participation numbers reflect. Between August and October, an average of 99 people joined the lottery, offering a one in five chance of being selected for participation. This would suggest that an individual who

participated twice joined the lottery on average 10 times.

Over the course of the first six months, lottery and program participants had the opportunity to engage with a range of peers from Mental Health Partnerships (MHP) and more recently The City of Philadelphia Department of Behavioral Health and Intellectual disAbility Services, as well as staff from Color Me Back, CLIP, and First Step Staffing.<sup>1</sup> While partners sought to set up service connection opportunities for those joining the lottery, most of the one-on-one engagement of individuals happened during same day pay work experiences and in some cases after work was completed for the day. Some of the specific types of supports that peers and staff began to offer included support in getting IDs, connecting to shelter and, in a couple cases, housing, as well as mental health and substance abuse, particularly for individuals in crisis.

A specific focus has also been connecting same day pay participants to employment, and specifically, First Step Staffing opportunities. Thirty-seven individuals applied and were screened to participate in First Step Staffing opportunities. Of those individuals, 22 people worked for First Step Staffing one or more times.



Staff, peers, and participants themselves report not only the benefits of service connection, but the opportunities for same day participants to contribute to meaningful projects in the community, alongside peers and caring staff, contributing to feelings of hope, motivation, and social connection that they see as leading indicators to greater impacts and changes in participants lives. Through Color Me Back, participants have transformed not only parts of the SEPTA concourse, but also an empty commercial space situated at a critical gateway to Suburban Station. Through CLIP, participants completed 141 neighborhood and school beautification

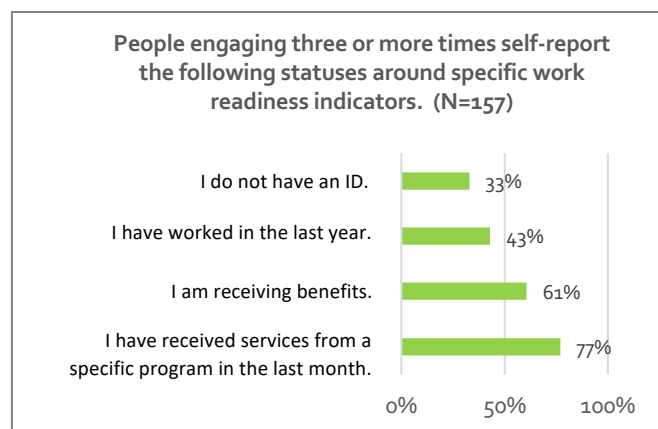
<sup>1</sup> In addition to core partners, teams from Homeless Outreach and Consumer Satisfaction have supported and engaged during the lottery process.

projects including block sweeps around schools, neighborhoods, and parks; graffiti removal, as well as clean-up of underpass areas and traffic islands.

**Next steps:** Moving forward we aim to strengthen and continue to document and explore the impacts of both service connection and contribution in the lives of participants. As this project started, an important focus of this work was developing a clearer sense of the impact that same day pay opportunities can have on individuals and identifying practices that deepen this impact. As we get clearer about potential outcomes, we are exploring ways to systematically and comprehensively capture information about these leading indicators (service connection and feelings of contribution), broader impacts that result from these intrinsic changes, as well the practices supporting this impact in same day pay programs.

**Finding 3: Many participants self-reported interest and experience with employment, but more targeted support is needed to help many participants, particularly individuals with multiple and persistent barriers to employment, take the next step.**

Among third time participant survey respondents, 43% indicated that they had worked in the last year. In addition, across the 140 days that same day pay opportunities were offered, peers and staff identified employment needs and interests among participants on about half of the days, which was second only to shelter needs.



We further inquired around several different aspects of work readiness, including identifying assets and barriers to employment, with eighth-time participants. Among eighth-time participant survey respondents, 89% indicated an interest in full-time or part-time employment and the vast majority of respondents (82%) self-reported an education level of High School Equivalent or above. Respondents identified a variety of assets, including teamwork and timeliness, and expressed interest in industries ranging from

construction and housekeeping to health care and office work.

While the data we collected offered a picture of employment interests among participants, connections to next step employment opportunities were reported relatively infrequently. As highlighted above, First Step Staffing reported that 37 individuals (8% of total participants) had connected to First Step Staffing through Color Me Back.<sup>2</sup> In addition, across participants, peers, and staff, different employment pathways have emerged. One of the participants was hired as an artist assistant in Color Me Back, three participants engaged in training to become peer recovery supports, and a peer was hired to become part of the Color Me Back staff.

<sup>2</sup> We are currently exploring opportunities for systematic data matches between same day pay programs and First Step Staffing that will yield more information about crossover between these opportunities.

The gaps in interest and connection to employment suggests an opportunity for better data collection and use. In reflection with program staff and peers, many participants also may need additional, individualized support to support connections to employment and addressing specific barriers.

Addressing barriers includes tackling technical issues, for example obtaining IDs (33% of third-time respondents reports not having appropriate IDs) or navigating work and benefits (61% of third-time respondents reported having some type of benefit, SNAP represented the majority of these benefits). However, this work likely necessitates more than resource sharing, but also requires walking alongside individuals to build confidence and assist in navigating service systems to make and follow through on next step connections and opportunities.

To learn more about supporting transitions of participants, we worked with program staff to identify specific characteristics, assets, and needs of the highest frequency participants. Among 39 individuals in mid-September who had participated 7 or more times, 30 people were identified as having at least one substantive barrier to work, most often around mental health, substance use, physical disability, and/or homelessness. In addition, program staff identified unique barriers specific to high-frequency female participants, including intimate partner violence, pregnancy, and child custody challenges.

Program staff in many cases recognized barriers and challenges to employment that participants themselves had not explicitly disclosed. In other words, many participants were not seeking specific support or help around these barriers, but continued to connect and engage in same day pay opportunities. In addition, many individuals reported connection to other services, 77% indicated some prior connection to other services, and peers and staff recognize that many participants do have active connections to case managers or specific services. In reflecting with partners, a need for more active “coaching” that encourages, motivates, and supports participants outside of same day pay work opportunities is likely needed to maximize the impacts of these opportunities and better support employment transitions.

**Next steps:** Identifying roles to play this “coaching” role during and outside of same day pay work hours has been a challenge. From the beginning of this initiative, partners recognized the importance of additional support, specifically integrating the involvement of peers as core to the model. Early on the partners also sought a referral and case management partner that could further support and engage participants and leverage connections that individuals made through same day pay. Continuing to explore opportunities for (1) leveraging peers and staff to offer individualized support, as well as (2) collecting and analyzing data in ways that support more targeted action at the individual level are two areas for development moving forward.

**Finding 4:** A range of stakeholders are connected and committed to successful implementation and expansion of this work, which has led to the opportunity to create a citywide infrastructure that can support and scale same day pay opportunities and also a need to define specific roles and responsibilities in supporting this work.

One of the early successes of this work has been the incredible investment of staff implementing the Color Me Back and CLIP programs. Staff across both programs report high levels of satisfaction in implementing this program and recognize the opportunity to offer a different opportunity and experience for individuals facing economic insecurity and associated barriers. Drawing on personal lived experience, a trauma-informed approach, and an authentic belief in the value of same day pay to participants lives, staff have demonstrated a high level of commitment to making this effort work even in the face of administrative and programmatic challenges.

Another important success of this effort, and an explicit goal in the design of this program, has been connecting the initial Color Me Back program led by Mural Arts with broader efforts in the city. The early interest and commitment of the Office of Homeless Services and connection to CLIP and First Step Staffing offered the opportunity to both expand this work and pushed thinking about sustainable recruitment, payment, and data collection structures early in implementation. As a result of these efforts, the program expanded from 10 opportunities for same day pay to 20 opportunities within four months of the program's start. In addition, same day pay has been identified as an important component of a citywide strategy for addressing homelessness and panhandling in the city and has been integrated into the city's Shared Public Spaces infrastructure. In addition, payment responsibilities have shifted to First Step Staffing which offers the opportunity for further expanding this work, as well as exploring and addressing how same day payment can continue beyond the initial pilot of this work.

The initial vision for Mural Art's same day pay pilot was to take the time to understand what types of impacts are realistic, as well as identify high quality- and high-impact practices that can inform a broader citywide same day pay strategy. These same day pay programs are still in development, learning and testing new strategies remains an important space to preserve for the evolution of this work.

This interest in solidifying a model and expanding the work has sometimes created a challenge to move and expand quickly, but at the same time to hone best practices. As the stakeholders involved continue to explore and define roles and responsibilities related to day-to-day operations and broader strategic directions, specific decisions around program timelines, participant payment, lottery administration, and policies and approaches underlying program components are important to establish and standardize. Different stakeholders involved in this work have proposed different structures for managing and directing this work, but a common and clear set of communication and decision-making structures are being developed to effectively strengthen and grow this work over the long term.

**Next steps:** As this work moves forward, we will seek to establish specific implementation elements of same day pay that should be common and standard, and other areas where customization is appropriate. This work has benefited from the unique expertise and capacity of a variety of organizations and stakeholders. In exploring opportunities for continuing to strengthen implementation and impact, the structures and processes driving day-to-day and broader strategic plans should leverage and incorporate the unique contributions of the organizations involved. The integration of same day work into the Shared Public Spaces group can support this effort.



**Finding 5: Same day pay opportunities have created a space for a positive city dialogue around supporting Philadelphia’s most economically insecure and vulnerable individuals – challenging stigmas and building awareness of the supports and resources that have the potential to influence change.**



Beyond the core of invested partners and stakeholders highlighted above, the same day pay program has been met with excitement and interest across the broader public and with specific policymakers. Since the start of the program, multiple media outlets have covered the development, launch, and progress of same day pay in Philadelphia. To date, the program has had 32 unique media hits reaching an audience of almost 3 million individuals<sup>3</sup>. In addition, Congresswoman Mary Gay Scanlon and state senator Vincent Hughes

have been two early supporters of this work, exploring opportunities to further support and scale this work. Additional other potential local public and private partners are being explored.

The visibility of the Color Me Back workspace and mural have offered an opportunity for demonstrating the interest and contributions of individuals experiencing economic insecurity in Philadelphia. On CLIP sites, participants have received thanks from residents and other community members for the work they are doing in beautifying schools, parks, and other public spaces. Participants themselves have offered thanks for the opportunity to demonstrate their work readiness and contribute to their community. Many different stakeholders recognize the value of offering a space for shifting traditional structures and roles associated with homelessness and panhandling. At the recent dedication of the second mural, participants were paid to lead art-making activities open to the public.

**Next steps:** In order to continue growing this work, greater public awareness and interest is critical in raising additional funds and securing new same day pay work opportunities. Continuing to elevate and demonstrate the interest and impacts of individuals experiencing significant economic insecurity in connecting to, contributing to, and engaging in work remains important.

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<sup>3</sup> Press clip information was provided through Mural Arts and Relief Communications, LLC

## Appendix A: Overview of Evaluation Efforts To-Date

From the beginning, The Scattergood Foundation’s evaluation efforts have been structured to support the use of data to inform design and development of same day pay opportunities in Philadelphia. The overarching goals of this engagement have included:

1. Supporting strong program development and implementation
2. Developing information and products that support communication about this work more broadly
3. Helping to codify tools and resources that reflect learning and support and facilitate the development of new opportunities

Over the discovery phase and first two cycles of our work, our focus and activities have included the following:

Discovery Phase	<p><b>Evaluation Goals:</b></p> <ul style="list-style-type: none"> <li>• Developing a theory of change to help guide implementation and evaluation</li> <li>• Drawing on local and national knowledge about opportunities and potential barriers to same day work</li> <li>• Developing a data collection plan</li> </ul>	<p><b>Evaluation Activities:</b></p> <ul style="list-style-type: none"> <li>• Core partner and stakeholder interviews</li> <li>• Interviews with promising practice cities</li> <li>• Development of design findings and theory of change document</li> <li>• Core partner workshops to establish and plan for initiative</li> </ul>
Cycle 1 – Spring/ Summer 2019	<p><b>Evaluation Goals:</b></p> <ul style="list-style-type: none"> <li>• Setting up high quality data collection systems</li> <li>• Helping to augment program learning through additional qualitative data collection</li> <li>• Supporting analysis and reflection on collected data</li> <li>• Ensuring the presentation and use of data with broader stakeholders</li> </ul>	<p><b>Evaluation Activities:</b></p> <ul style="list-style-type: none"> <li>• Development and implementation of participant surveys and staff logs</li> <li>• Additional business interviews and participant focus group</li> <li>• Weekly analysis of survey, log, and participation data</li> <li>• Ongoing engagement to reflect on and learn from work with implementation team and broader stakeholders</li> </ul>
Cycle 2 – Summer/ Fall 2019	<p><b>Evaluation Goals:</b></p> <ul style="list-style-type: none"> <li>• Help to support integration of new CLIP opportunities</li> <li>• Support program development around “find path” (next step opportunities)</li> <li>• Plan for additional expansion of Color Me Back and CLIP opportunities in third cycle</li> </ul>	<p><b>Evaluation Activities:</b></p> <ul style="list-style-type: none"> <li>• Weekly analysis of survey, log, and participation data</li> <li>• Documentation of participant needs, interests, barriers, and progress in accessing next step opportunities</li> <li>• Development of frameworks for scaling and sustaining program and evaluation efforts</li> </ul>