The Scattergood Foundation

Same Day Work & Pay Program Strategic Plan

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

Prepared by:

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Executive Summary

Same Day Work & Pay (SDWP) offers a high-quality work engagement and entry point for supporting individuals who may be experiencing economic instability and unemployment, and facing other barriers to longer-term stability, including housing insecurity. The SDWP program plays an important role in the workforce continuum, particularly for individuals who may require no or low barriers to employment and assistance with identifying next steps to job trainings or to stability supports. Many employer-sponsored programs tend to be for people with less obstacles/barriers and require a screening and application process. For instance, many programs require multiple forms of identification, a mailing address, and commitment to regularly scheduled part or full-time work. Therefore, this SDWP program can be viewed as an "on-ramp to an on-ramp" or as a very first step to making connections to stability supports.

At the time of this strategic planning process, there were two SDWP programs fully operating in Philadelphia: The City of Philadelphia Community Life Improvement Program (CLIP) in Kensington and Color Me Back (Mural Arts Philadelphia) in Suburban Station, Center City. **Almost 1,000 people have worked from the inception of these programs, earning over $290,000 in wages.**

This strategic plan focused on lifting best practices from the current worksites and providing a roadmap for sustaining and expanding SDWP to new work opportunities with a specific focus on the following areas:

- Alternative to cash payments, more specifically the feasibility of payment through a bank, card, or cash application, as well as a third-party issuing payment
- The role of peer supports (e.g., peer recovery advocates and certified peer specialists)
- The required infrastructure to support same day work sites
- Transitioning people to next step work opportunities
- SDWP program budget considerations

Going forward, we propose the SDWP program continue to be **a low-barrier, trauma-informed paid work opportunity that also connects individuals to supports, services, and next steps, including workforce development and job skills opportunities through a decentralized, community-driven community of practice model.** The proposed community of practice model deepens and clarifies the roles of partners in this same day work and pay program to best serve participants equitably and holistically. Autonomy, decision-making, and accountability lie at the community-level with each worksite lead.

If this model is scaled, multiple SDWP communities of practice would exist throughout the city and would be convened by city government (referred to in this report as a "city-led convener"). The role of the city-led convener will be critical in the community of practice model for both existing and new SDWP worksites, providing additional support and guidance to identify and select complementary partners, as well as offering trainings to implement the model and support staff.

The proposed decentralized model recognizes the expertise of the worksites and of their associated partners and recommends that the city-led convener brings in a contracted technical assistance provider, in addition to a mix of public and private strategic partners, to further support implementation of the SDWP communities of practice.

A SDWP worksite staff make-up will be determined by staff qualifications and the needs of participants. Qualified staff should bring a mixture of professional and lived experiences to build trust and relationships

with participants, learn about the needs of participants, and link participants to resources (with assistance from social service partners). A SDWP worksite may be staffed by a Site Director, Site Coordinator, a Worksite Assistant (e.g., Lead Artist or Crew Lead), and a Peer Support Staff member (e.g., Community Health Worker or Certified Peer Specialist).

The recommendations in this strategic plan are largely based on sustaining and strengthening the current SDWP programs and creating an infrastructure to implement a community of practice model for both current programs and for the inclusion of other government-related, non-profit, or community-based agencies to enter this SDWP landscape.

Given the interest and need of people wanting to and ready to engage in low barrier work, if more funding was provided, the SDWP community of practice model could be really reimagined as a transformative work opportunity in Philadelphia and other places throughout the country. The work projects themselves also can improve public spaces by maintaining or improving the appearance and aesthetic quality of spaces.

Introduction and Background

At the time of this strategic planning process, there were two Same Day Work and Pay (SDWP) programs fully operating in Philadelphia: The City of Philadelphia Community Life Improvement Program (CLIP) in Kensington and Color Me Back (CMB) (Mural Arts Philadelphia) in Suburban Station, Center City.[1] Almost 1,000 people have worked from the inception of these programs, earning over $290,000 in wages. Both worksites had on-site City of Philadelphia Department of Behavioral Health and Intellectual disAbility Support specialists (DBHIDS) peer recovery advocates and a DBHIDS peer certified specialist working alongside staff and with participants.

The Scattergood Foundation, supported through a public and private partnership with initial funding from The Sheller Family Foundation and The Barra Foundation, has been an integral partner in the design, implementation, and evaluation of the SDWP[2] program in Philadelphia.

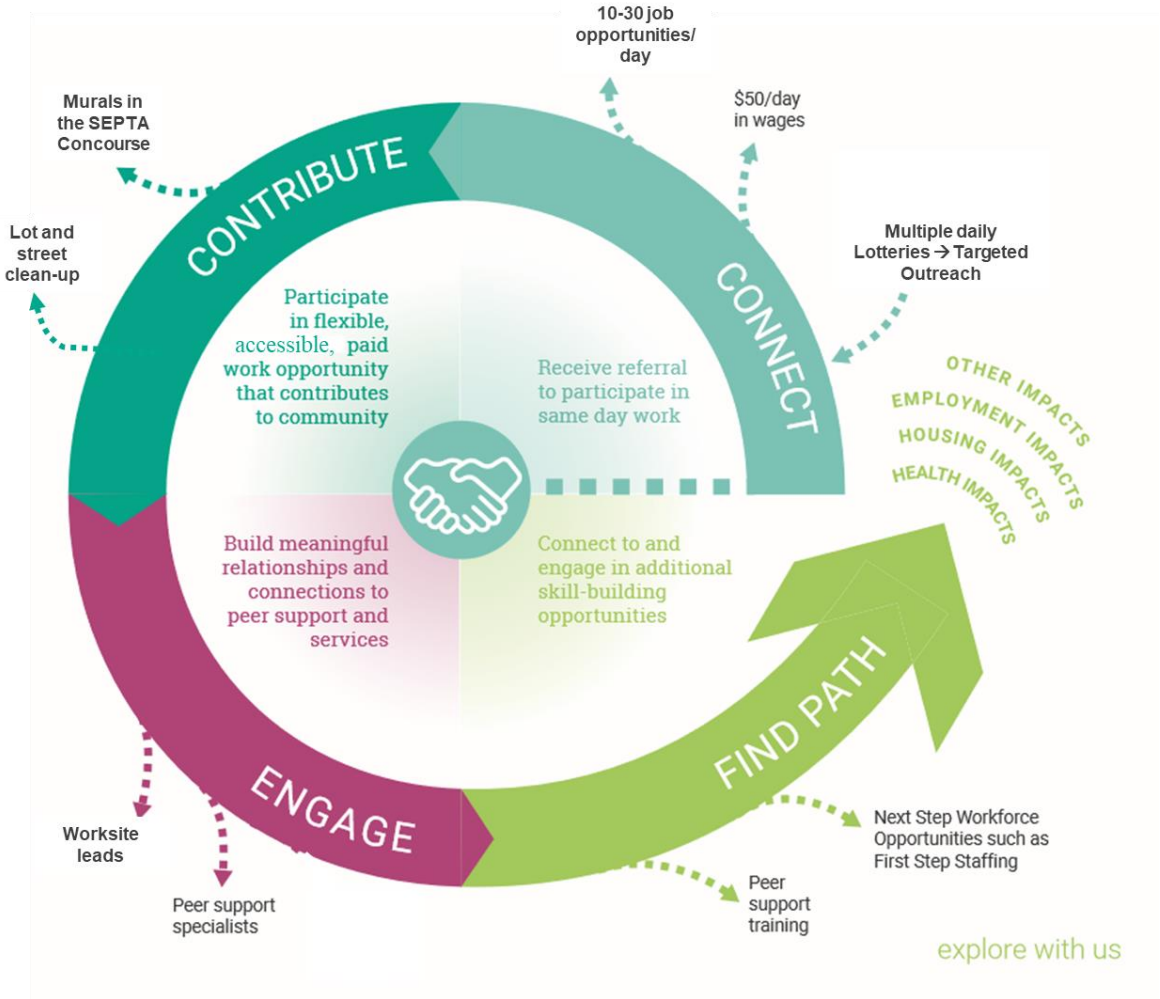
SDWP offers a high-quality work engagement and entry point for supporting individuals who may be experiencing housing insecurity or unemployment, and facing other barriers to longer-term stability, including employment (See Figure 1). In other words, the SDWP program plays an important role in the workforce continuum, particularly for individuals who may require no or low barriers to employment and assistance with identifying next steps to job trainings or to stability supports. Many employer-sponsored programs tend to be for people with less obstacles/barriers and require a screening and application process, whereas this SDWP program can be viewed as an "on-ramp to an on-ramp." This means that people are welcomed to work and are paid that same day.

[1] There was also a same day pay program running through the Philadelphia Horticultural Society with a partnership with ODAAT (discussed in more detail in "A Review of Other Same Day Programs" section). This program uses a slightly different protocol and approach to same day pay.

[2] The Same Day Work and Pay (SDWP) program has also gone under the name "Work First."

The SDWP worksites focus on maintaining system-level alignment, promoting public awareness, and utilizing a trauma-informed approach by supporting participant agency, centering the participant, and supporting collaborative learning. The next phase of the SDWP work should continue to honor the theory of change core model in connecting, contributing, engaging, and finding paths for participants.

Figure 1. Original SDWP Theory of Change Core Model



This strategic plan provides a roadmap for sustaining and expanding the SDWP with a specific focus on the following areas:

- Alternative to cash payments, more specifically the feasibility of payment through a bank, card, or cash application, as well as a third-party issuing payment
- The role of peer supports (e.g., peer recovery advocates and certified peer specialists)
- The required infrastructure to support same day work sites
- Transitioning people to next step work opportunities
- SDWP program budget considerations

The Scattergood Foundation[3] worked closely with the City of Philadelphia in data collection and drafting this plan, including reviewing past reports and interview notes, facilitating a bi-weekly operations meeting for current SDWP partners, and conducting interviews with City-wide stakeholders (See Appendix 1 for full list of operations partners and of interviewees).

This plan provides a revised approach to this SDWP model based on learnings from the first two years of the program and focuses on building out how worksites can partner with social service, behavioral health, and workforce organizations to support SDWP participants in their growth and stability.

SDWP should continue to be a low-barrier, trauma-informed paid work opportunity that also connects individuals to supports, services, and next steps, including workforce development and job skills opportunities through a community of practice model. It is important that having identification, a mailing address, and passing a drug screen are not requirements to work.

A Review of Similar Same Day Work Programs

As part of the strategic planning process, we reviewed similar same day programs throughout the country. These programs were all similar in that they used the low-barrier/no-barrier work opportunity as a means to engage and connect vulnerable individuals experiencing housing insecurity to supports and services.

A scan of eight same day work and pay programs around the country reaffirmed the best practices of the SDWP program in Philadelphia. Each program was similar in that its initial aim was to decrease the number of panhandlers in their respective communities by providing no barrier paid work opportunities to individuals experiencing homelessness or housing insecurity through work focused on either maintaining or improving the aesthetic quality of their respective communities. All programs were supported by local city/county funding and each program paid cash at the end of the workday (See Table 1).

In addition to being paid at the end of each workday, participants across the eight same day programs were provided additional supports aimed at improving their life stability. For example, in Denver, Bayaud Enterprises, an employment services organization, serves as the worksite for “Denver Day Works” (DDW) and has connected DDW participants with housing providers and, if eligible, public-assistance programs. DDW participants are assigned a case manager who assesses their needs and connects them to resources. Bayaud's approach integrated case management and service navigation into the workday to efficiently maximize its impact with participants.[4]

In Cincinnati, a “Jobs Van” picks up individuals from pre-designated spots in the city and drives them to clean-up sites. The City Gospel Mission that runs the jobs van has noted, “The real goal of the jobs van is to not make these employees full-time employees, we want to develop the relationship to connect them to service providers. The Jobs Van also allows us to get to know the men and women on the street. Establish

[3] Georgia Kioukis, PhD and Samantha Matlin, PhD are the primary leads of this strategic planning process and authors of this report.
[4] For more information on DDW: University of Colorado at Denver’s Center on Network Science. Denver Day Works Pilot Year 1 Evaluation (2015)

trust. And, ultimately, connect them with the resources that can change their lives long-term." Workers have been connected to recovery services.[5]

In Louisville, KY, Goodwill Industries of KY runs the same day pay initiative, called "Another Way," which aims to connect unhoused individuals with Goodwill Industries of KY's many resources and guide individuals to self-sufficiency. The five-hour workday also includes access to the Goodwill's career center or mental and physical care, as well spiritual guidance and housing supports.[6]

Table 1. Summary of Same Day Work & Pay Programs in US

Same Day Work & Pay Cities	Lead organization	Amount Paid	Type of Employment
Albuquerque, NM[7]	Originally homeless services provider Hopeworks, currently TBD	$45/day	City trash clean-up
Camden, NJ	Volunteers of America	$15/hour	City trash clean-up
Cincinnati, OH	City Gospel Mission	$45/day	City trash clean-up
Denver, CO	Bayaud Enterprises, a workforce development and community resources non-profit	$12/hour	Landscaping duties in parks, helping out at the Denver Elections Division, aiding public-works crews and other job assignments
Lexington, KY	New Life Day Center	$10/hour	Picking up litter, weed control, working in the landfill/manage the landfill
Louisville, KY	Goodwill Industries of KY	$50/day	Landscaping, trash pickup and assisting with COVID-19 vaccination efforts
Portland, OR	Ground Score Association (grass roots org led by "canners, scrappers, dumpster divers")	$20/hour	Low-barrier waste management jobs
Santa Fe, NM	The Life Link (homeless shelter)	$60/day	City trash clean-up

[5] Jobs Van offers Cincinnati panhandlers cash for a day's work

[6] Goodwill Industries of Kentucky's Another Way program

[7] A November 2019 article (posted on the KRQE News 13 website) on the Albuquerque program reported that New Mexico's Office of the Inspector General was reviewing the practices of the City's same day pay program. There was concern that there was no tracking of how much the contractors paid out and, thus, could be pocketing the money. The Inspector General did not find evidence of fraud but did stress that if Albuquerque decides to continue the program, the contractor should provide more checks and balances to lower the risk of fraud.

These programs all pay comparable wages and are not meant to be long-term employment solutions but serve as links to other next steps. Philadelphia is the only City that has two distinct, yet connected, same day work and pay programs. The Philadelphia model has the potential to expand into more neighborhoods and work opportunities.

Current SDWP Participants (Summer 2020-June 2021)

CLIP and Color Me Back are two distinct same day programs operating in Philadelphia and serve different populations of individuals in different regions of the city.[8] Work opportunities at these two worksites also tend to differ, in that CLIP focuses on "maintaining the aesthetic quality" of a community via graffiti clean-up or street trash removal in a residential neighborhood with a commercial corridor and Color Me Back focuses on "improving the aesthetic quality" of a major transportation system through participatory public artmaking.

In the last year, because of the COVID-19 pandemic, the programs shifted away from a lottery model which drew around 100 people a day ready to work and, instead, reached out to previous participants and developed referral relationships with community organizations.[9] CLIP shifted to a two-week cohort model that engaged 5 housed residents and 5 housing-insecure individuals for each cohort. Individuals were referred to CLIP's SDWP from Kensington community-based organizations. CLIP also partnered with employers to refer individuals who wanted to transition to longer-term employment. CMB shifted to a one-week cohort model with opportunities for continued work and deepened its referral relationship with Broad Street Ministry. They also partnered with CareerLink to offer employment and job readiness training opportunities for individuals who wanted to transition to longer-term employment.

From summer 2020 through June 2021, CLIP had 226 individuals work at their SDWP site, with 43% being Black and 31% Latino/Hispanic. CMB had 114 individuals work at their site with 80% being Black and about 4% Latino/Hispanic.[10] These demographics illustrate that programs in different parts of the city will likely have different racial and ethnic groups participate.

Of the individuals who worked at either SDWP site, 85% of the participants were interested in employment and 42% reported working in the past year (See Appendix 2 for more demographic information). Among the top open-ended responses provided by participants, CLIP participants noted having past employment experience in construction, cleaning, landscaping and in restaurants while CMB participants noted working in construction, cooking/culinary, and security.

Additional analysis of intake data highlights that the majority of SDWP participants who were interested in employment had at least a HS diploma or equivalent or higher (68% for CMB and 85% for CLIP) (Highlighted in Table 2).

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[8] Current demographic data were analyzed to better understand who the SDWP participants were once the programs were adapted and restarted post Coronavirus (COVID-19) shutdown and how they may be served more effectively by SDWP programs. The infographics (in Appendix 1) used intake data to provide a summary of the SDWP participants.

[9] Programs in the future may decide to have some percentage of their SDWP participants be recruited through a lottery system.

[10] This strategic plan does not compare CLIP and CMB and does not make any outcomes judgements based on individuals who have worked at each program. Each program operates on its own with its own policies and procedures in place.

Table 2. Highest Education Level Completed for SDWP Participants Interested in Employment.

Highest Education Level Completed	Interested in employment	
	Color Me Back n=35	CLIP n=115
Less Than HS Diploma	26%	18%
HS Diploma or GED	54%	67%
Some College or Post HS training OR College Degree	14%	10%
Prefer not to answer	3%	1%

Those interested in employment were interested in specific sectors, including construction, warehouse/delivery, trade, manufacturing, and hospitality (Tables 3 and 4). Most commonly provided "Other" responses included "cleaning" or "landscaping" for CLIP participants and "cooking" for CMB participants.

Table 3. Sectors Selected by SDWP CLIP Participants

In what type of work would you be interested?	CLIP	
	Pre-COVID n=119	Post-COVID n=130
Construction	34%	39%
Warehouse/delivery	64%	36%
Trade	5%	29%
Other	22%	29%
Manufacturing	15%	27%
Retail	13%	19%
Hospitality	19%	18%
Health Care	3%	6%
None of the above	2%	6%

Table 4. Sectors Selected by SDWP Color Me Back Participants

In what type of work would you be interested?	Mural Arts	
	Pre-COVID n=194	Post-COVID n=44
Other	11%	55%
Hospitality	36%	52%
Warehouse/delivery	51%	48%
Manufacturing	33%	27%
Trade	3%	27%
Retail	25%	25%
Construction	33%	21%
Health Care	25%	16%
None of the above	20%	11%

Given that the participants came with prior employment experience in specific sectors and were interested in similar sectors for future work, a more sector-based workforce-development focus with multiple workforce opportunities may also lead to next steps placements that align with SDWP participant interests. Next steps recommendations are provided in more detail in the following sections.

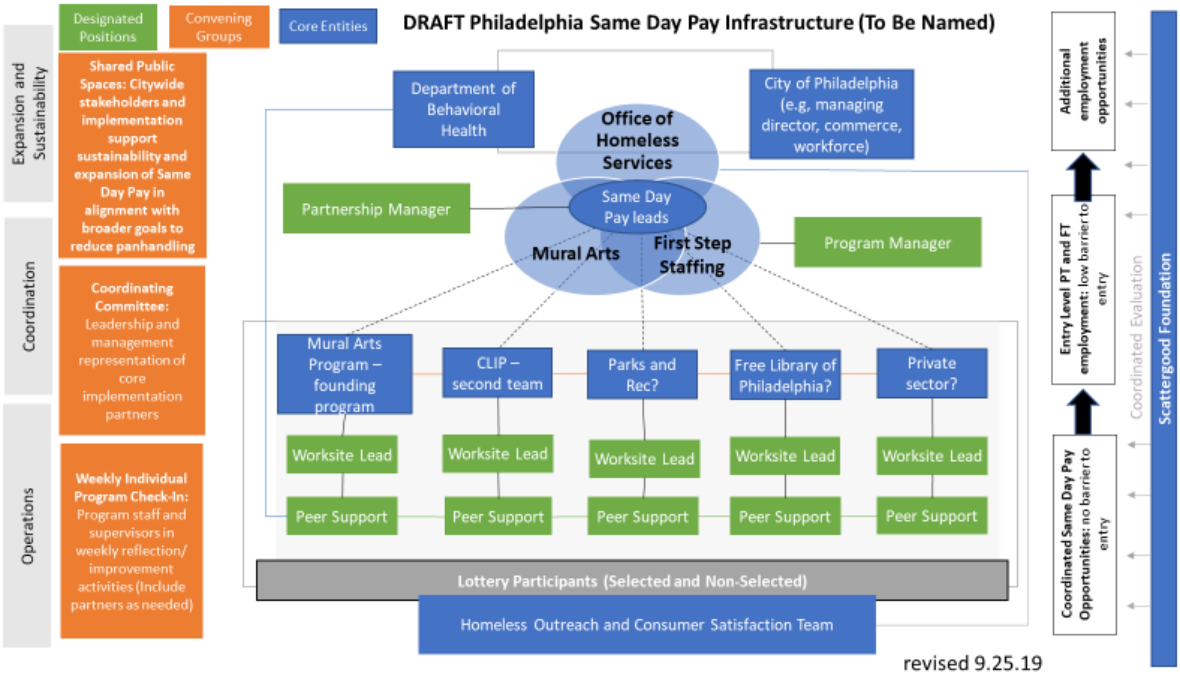
Recommended Community of Practice Program Strategy

A Decentralized Community-Driven Approach

The SDWP program has always provided a point of connection to other needed supports and services for the targeted population of participants (As outlined in the original Theory of Change, Figure 1). This strategic planning process paid close attention to the continued need to find ways to better support SDWP participants in addressing barriers to long term stability and employment, while being flexible and responsive to the changing needs of participants and the communities where the work occurs.

As the City of Philadelphia established two SDWP programs and there was an interest for more low barrier work opportunities given the large interest of people ready to work, the program model was initially conceptualized as a centralized structure where the "Same Day Work and Pay lead" would centrally coordinate and manage worksites (Figure 2). This presented some difficulties to the potential "Same Day Work and Pay lead" as it was challenging to coordinate worksites that were funded by different sources, run by different organizations, focused on different SDWP activities, and located in different parts of the City. Because these SDWP worksites already existed and were fully operating, it was also difficult to bring in a "lead" in a role that asked the worksites to be accountable to this new lead after staff at the worksites had already established roles and responsibility structures.

Figure 2. Original SDWP Centralized Infrastructure Model

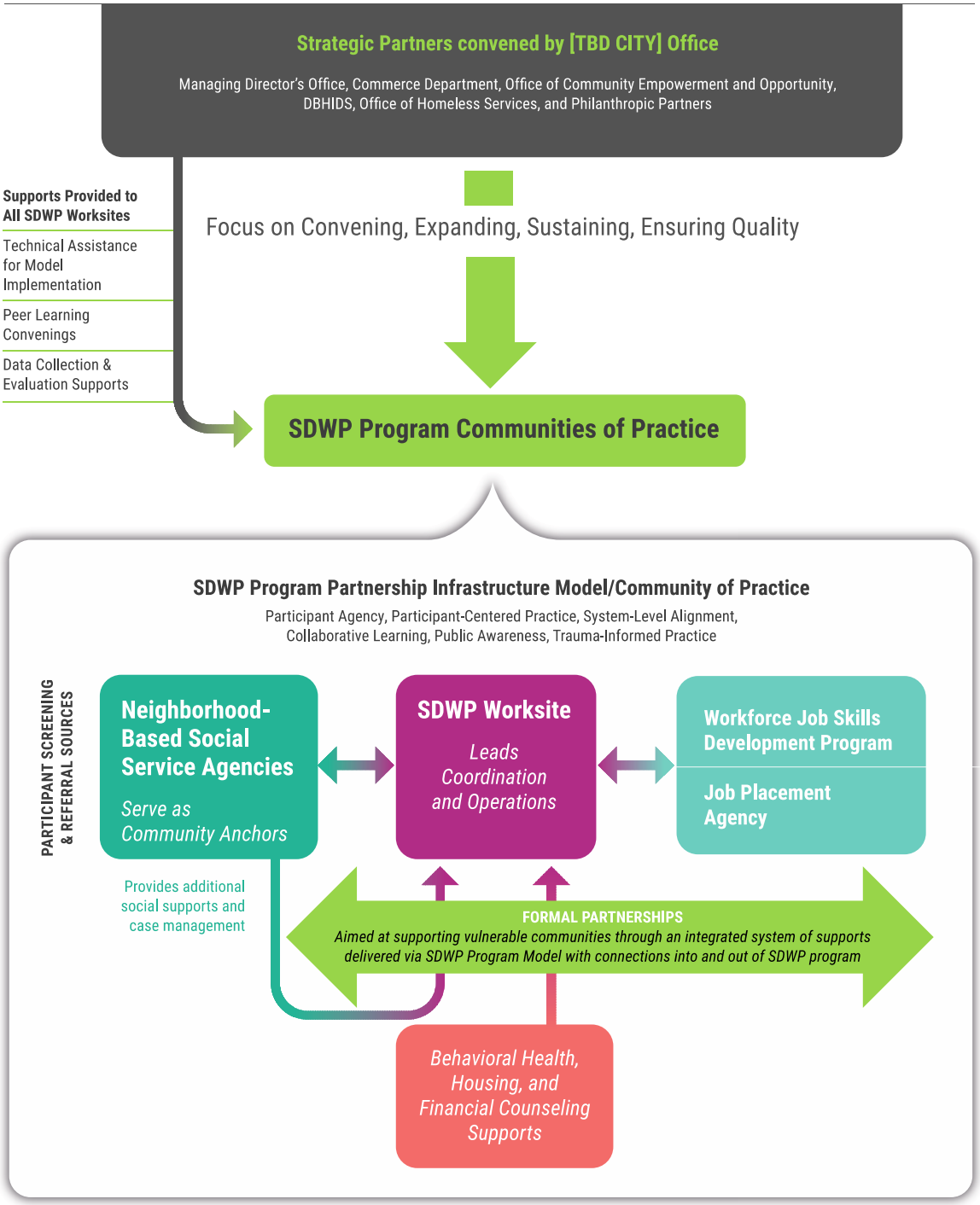


Going forward, we propose a **<u>decentralized community-driven community of practice model</u>** for each worksite to lead along with the creation of formal partnerships (see Figure 3). The proposed community of practice model deepens and clarifies the roles of partners in this same day work and pay model in order to best serve participants equitably and holistically. The proposed decentralized model also recognizes the expertise of the worksites and brings in a convener alongside a technical assistance provider to support implementation, coordination, and learning. In this decentralized model, **autonomy, decision-making, and accountability lie at the community-level with each worksite lead.**

This model would allow each worksite to focus on its unique activities and choose partners that fit their needs. This would also allow for worksites to be nimble in responding to the needs of participants by connecting to organizations that have deep expertise in the work that they do rather than have worksites try to fill staffing gaps or build staff capacity internally. Each worksite would lead its own "community" of partners and the various "communities of practice" would be convened by the strategic partners through a convener/technical assistance provider.

The community of practice model aims to standardize the SDWP experience with a focus on being trauma-informed, while maintaining enough flexibility to "meet participants where they are." Each community of practice partner will exchange information and best practices, attend meetings as a community of practice, and offer resources to SDWP participants. This revised model allows each worksite to work with partner organizations that would best serve their respective SDWP programs and target populations. It also allows partners to offer targeted services and supports to SDWP participants and work collaboratively in filling any gaps in services for SDWP participants, also allowing worksites to build on existing neighborhood partnerships and resources.

Figure 3. Proposed SDWP Community of Practice Model[11]



[11] Appendix 4 provides a hypothetical example of the Community of Practice model for Color Me Back.

Once this community of practice model was identified as an approach to planning the next phase of SDWP, a logic model was drafted to outline the major elements of this SDWP community of practice model (See Appendix 3 for overview of Logic Model elements). This logic model focuses on what resources and capacities the community of practice model would require, as well as provides elements and activities needed for the "core" SDWP community of practice model, understanding that worksites may have additional activities or elements as part of their respective same day program, but that there be a "core" set of elements and activities that all SDWP worksites could adopt. The logic model identifies outputs that would measure implementation fidelity of the "core" community of practice model and the anticipated short-term, intermediate, and longer-term impact. The description of activities on the next several pages were a result of the logic modeling process.

Role of City-Led Convener

The strategic partners (a mix of private and public partners) would be chaired by a city government office (TBD) (i.e., the "city-led convener") with a designated staff member overseeing and supporting the SDWP communities of practice and would focus on convening, expanding, sustaining, and ensuring the quality of the communities of practice:

Convening

- Coordinate the de-centralized model of SDWP Program Communities of Practice, which may include assisting with the identification and development of partnerships
- Contract with external TA provider(s) to assist with model implementation
- Convene network of SDWP sites for cross-worksite learning/community of practice (at least quarterly)

Expanding

- Identify potential SDWP worksite leads and partner organizations throughout the city for replication
- Collaborate with workforce development partners to support and explore opportunities to incorporate short-term credentialing and light-touch exposures to various sectors within SDWP programs

Sustaining

- Support long-term sustainability planning with SDWP worksites by securing funding or assisting with securing funding to support SDWP community of practice model
- Garner SDWP model buy-in throughout city leadership

Ensuring Quality

- Provide SDWP staff trainings on coaching and trauma-informed approaches
- Assist with setting up data collection system
- Contract for any program evaluation efforts

Role of the Technical Assistance Partner(s)

In this proposed community of practice model, a third-party entity (or entities) would be contracted by the city-led convener to provide technical assistance (TA) support to both the strategic partners and to the communities of practice. The role of the technical assistance provider working alongside the city-led convener will be critical in implementing the community of practice model for both existing and new SDWP worksites. Building a same day work community of practice for a worksite may need some additional

support and guidance to identify and select complementary partners as well as continual trainings to implement the model.

The technical assistance (TA) provider would work closely with the city-led convener to provide technical assistance to the SDWP communities of practice in a backbone-like capacity, following the collective impact model.[12] TA may include supports in planning for new worksites, and trainings on trauma-informed practice, de-escalation, collaboration, and other community of practice needs, including opportunities for cross-community of practice meetings and learning opportunities.

The city-led convener would also likely contract out for any data collection and evaluation activities that are not able to be completed internally. Depending on the capacity of the city-led convener, some of the technical assistance activities could be provided directly through this office.

Role of SDWP Worksite

Each worksite would lead a SDWP community of practice, ensuring trauma-informed approaches throughout its day-to-day activities as well as coordinating services and supports provided to participants, including partnership development. Each worksite will be structured to be sensitive and responsive to the cultural and language needs of its community and SDWP participants. For instance, there may be a need for staff on-site who can speak to non-native English speakers and have translated materials for non-native speakers (particularly in communities where English may not be primarily spoken).

Each worksite will develop a memorandum of understanding (MOU) with its community of practice partners that will make distinct the roles and responsibilities, including a decision-making process for how individuals are referred to services, next step opportunities, and what on-site interactions look like (See Appendix 5 for Sample MOU).

The worksite would also manage the SDWP budget and participant intake data collection. Each worksite may be staffed by a Site Director, Site Coordinator, and Worksite Assistant (e.g. Lead Artist or Crew Lead), and a Peer Support Staff member (e.g. Community Health Worker or Certified Peer Specialist) (See Budget Considerations section for more details).[13] **Worksite staff make-up will be determined by the staff qualifications. Qualified staff would bring a mixture of professional and lived experiences in order to build trust and relationships with participants, learn about the needs of participants, and link participants to resources** (with assistance from social service partners (including "Community Anchors").[14]

Each worksite will offer a safe, trauma-informed work environment with a consistent and stable daily schedule (See Day-to-Day Activities and Supports section for more details). Existing SDWP programs could help new worksites through sharing their best practices and providing opportunities for onsite shadowing and training.

[12] Kania, J. and M. Kramer. 2011. "Collective Impact." SSIR (Winter 2011). A backbone organization includes "a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly."

[13] Personnel titles may vary based on type of organization (e.g, city agency, non-profit) and existing staff capacities.

[14] If an organization is able to perform multiple roles, multiple personnel could come from 1 organization.

Community of Practice Partnerships

Each SDWP worksite, with assistance from the city-led convener and technical assistance provider, would identify and establish formal partnerships with organizations[15] that:

- Serve as the "Community Anchor" organization(s) which manages participant screenings and referrals to the worksite (Community Anchor Referral Partner conducts a preliminary SDWP-readiness assessment)
- Collaborate and communicate with worksites on a regular basis to provide additional wrap-around supports and case management for SDWP participants, including peer supports (e.g., certified peer specialists)
- Serve as the next step in the pathways for SDWP participants' journey (including, providing skill-based trainings to participants)
- Provide direct payments to SDWP participants, if worksite is unable to provide direct payments (See Payments & the Economic Security of SDWP Participants section for more details).

The worksite would manage a memorandum of understanding (see MOU example in Appendix 5) for its respective community of practice. This could be an integrated MOU across several partners.

Participant Outreach & Recruitment

Walk-ins and direct outreach in communities is a feasible engagement strategy. It is recommended that worksites also consider recruitment from social service organizations that support individuals who are interested in low barrier work ("Community Anchors").[16] Community Anchors will use a SDWP-readiness assessment to conduct the screening for clients.[17] This screening would include the identification of any immediate physiological needs, behavioral health needs, disability benefits, or any other needs to address barriers to longer-term employment or stability (See pathways in Figures 4, 5, 6).

Individuals would not need to have identification or participate in a drug screen to work at the SDWP program. These readiness screenings are not to determine eligibility, but instead provide an opportunity to identify needs and supports. The readiness assessment should be concise and brief and build off existing knowledge Community Anchors have collected.[18]

It is important for a SDWP community of practice to identify and discuss the primary population they wish to engage**.** SDWP participants are individuals who have a desire to work for the day and may also be:

- Unemployed or experiencing inconsistent employment
- Experiencing homelessness or are housing insecure or have experienced homelessness in the recent past; may be currently panhandling
- Returning citizens
- Looking for connections to other resources or employment

[15] One organization, based on its capacity, may be a partner to multiple SDWP worksites.
[16] Examples of possible community anchor organizations include: Broad Street Ministry, Face-to Face Germantown, SEAMAAC, People's Emergency Center, Project HOME, and Prevention Point
[17] This SDWP-readiness assessment would be co-developed with the technical assistance provider with input from the current SDWP worksites.
[18] There may also be an opportunity to recruit Medicaid-eligible individuals through these Community Anchor partners. Further research will be needed into how the SDWP program could be Medicaid billable: Department of Human Services Provides Updates on Work Supports System for Medicaid Recipients

- Residents in community where SDWP is occurring

As the SDWP program scales to other parts of the City and is led by new worksites and community anchors, it may engage specific populations as workers. For example, an organization serving foster youth who are aging out of the foster system could be the community anchor organization that partners with a SDWP worksite. SDWP would then serve as a bridge to stability supports and workforce development for this young adult population.

Day-to-Day Activities & Supports

Each worksite would provide low barrier, paid work opportunities (See Figures 4, 5, 6 for sample pathways). The type of work at each site may vary but may involve either "maintaining the aesthetic quality" of a community via graffiti clean-up or street trash removal or "improving the aesthetic quality" of a community via mural making or garden plantings/landscaping. Additional recommended day-to-day activities may include:

- The completion of a "Growth & Employment Plan" for participants who have come 4 consecutive times;[19]
- A phased-approach or a learning path to build job-readiness skills with participants (co-designed with workforce partners), including the opportunity for soft skills trainings after workday (ideally paid and targeted to specific skill-building);[20]
- The identification and plan for addressing immediate barriers to employment (e.g., lack of identification, a mailing address, or a banking account);
- The opportunity and option to work with certified peer specialists or other designated peer mentors each day.

Participants are paid in cash for up to 4 times and are then supported to transition to a non-cash payment option (See "Payments" section for more details).

Daily Attendance Policies

Each worksite would determine maximum number of participants per day as well as their on-site behavioral and attendance policies (See example of Color Me Back's Worksite Conduct Policies in Appendix 6). Cohorts in the existing programs have ranged from 10 to 20 people a day. A cohort model is encouraged, if possible, so that participants build relationships with one another, as peer support is a key element of trauma-informed practice. The length of a participant's engagement in the SDWP program is recommended to be up to 3 weeks or 12 consecutive workdays. **It is expected that some individuals will not work consecutively, and worksites should allow for individuals to return at a later time, if needed. It is also possible for individuals to work for one day and then be engaged to participate in a cohort. We recommend that the worksites maintain a flexible attendance policy that supports the success of individuals.**

[19] Since current SDWP worksites have the most experience with how they have seen SDWP participants impacted by the program, this Growth & Employment plan should be developed in collaboration with CLIP and CMB.

[20] For example, in order to move to next step, participants move through each phase at own pace gaining job-ready skills (phased-benchmarks)

Connection to Next Steps

For the SDWP participants, "next steps" is meant to be a broad category that can include any connection from stability supports to longer-term employment (See Figures 4, 5, 6). After a participant has attended 4 consecutive times, they would be encouraged to complete a "Growth & Employment Plan" to determine what the best "next steps" would be for each participant. There may be participants who are not ready or interested in longer-term trainings or employment and there may be some who are in a position to move on to a job skills training, including adult literacy program, or longer-term employment. **All SDWP participants need to be supported no matter what their next steps may be:**

- For individuals who need and want additional immediate physiological, behavioral, recovery needs met, partners can provide those supports as a next step.
- For individuals who attend regularly and are interested in moving on to employment-focused next steps[21], partners can provide holistic set of supports around workforce development including, job-readiness skills trainings and adult literacy, sector-specific training, or job placement services.[22]

The partner agencies will commit to assessing and enrolling people into next steps opportunities. It is important to look for paid workforce training opportunities. It is encouraged, when possible, for individuals to be hired for longer-term projects and employment through the worksite. There have been several examples of people coming to the SDWP program and now working for the worksite organization.

It is recommended that communities of practice continue to engage with former SDWP participants as alumni in deepening the social connections among current and former SDWP participants, as well as creating structures for participants to provide feedback for program decisions. This could be done through quarterly or semi-annual convenings or through more frequent, less formal gatherings to continue providing a community and support for past participants.

SDWP Participant Pathways

Under this community of practice model, we provide three figures that represent different pathway scenarios of how individuals are recruited and how they move through the SDWP program based on their own needs and goals. We also highlight the anticipated outcomes of participants based on how many days they work in the SDWP program.

In Pathway 1, we acknowledge that there may be some individuals who drop in for work for less than four times (Figure 4). In Pathway 2, we present the pathway of an individual who is recruited through a Community Anchor organization, works up to 12 times at the SDWP program but is not interested or ready at this time for workforce development next steps (Figure 5). Finally in Pathway 3, we present how an individual who is interested and ready for workforce development next steps experiences the SDWP program (Figure 6).

These pathways recognize that individuals may come to SDWP at different points in their lives and with different goals and that the SDWP program allows for that diversity of needs and goals. These pathways also recognize that individual's goals may change as they develop relationships and work at a SDWP program.

[21] Individuals may be further compensated or paid for trainings.

[22] Examples of these partners may include organizations like: CareerLink, Clarifi (Financial Empowerment Centers), Congreso, First Step Staffing, Goodwill Industries, Impact Services, JEVS, Lutheran Settlement Services, West Philadelphia Skills Initiative, OIC of America.

Figure 4. SDWP Participant Pathway 1

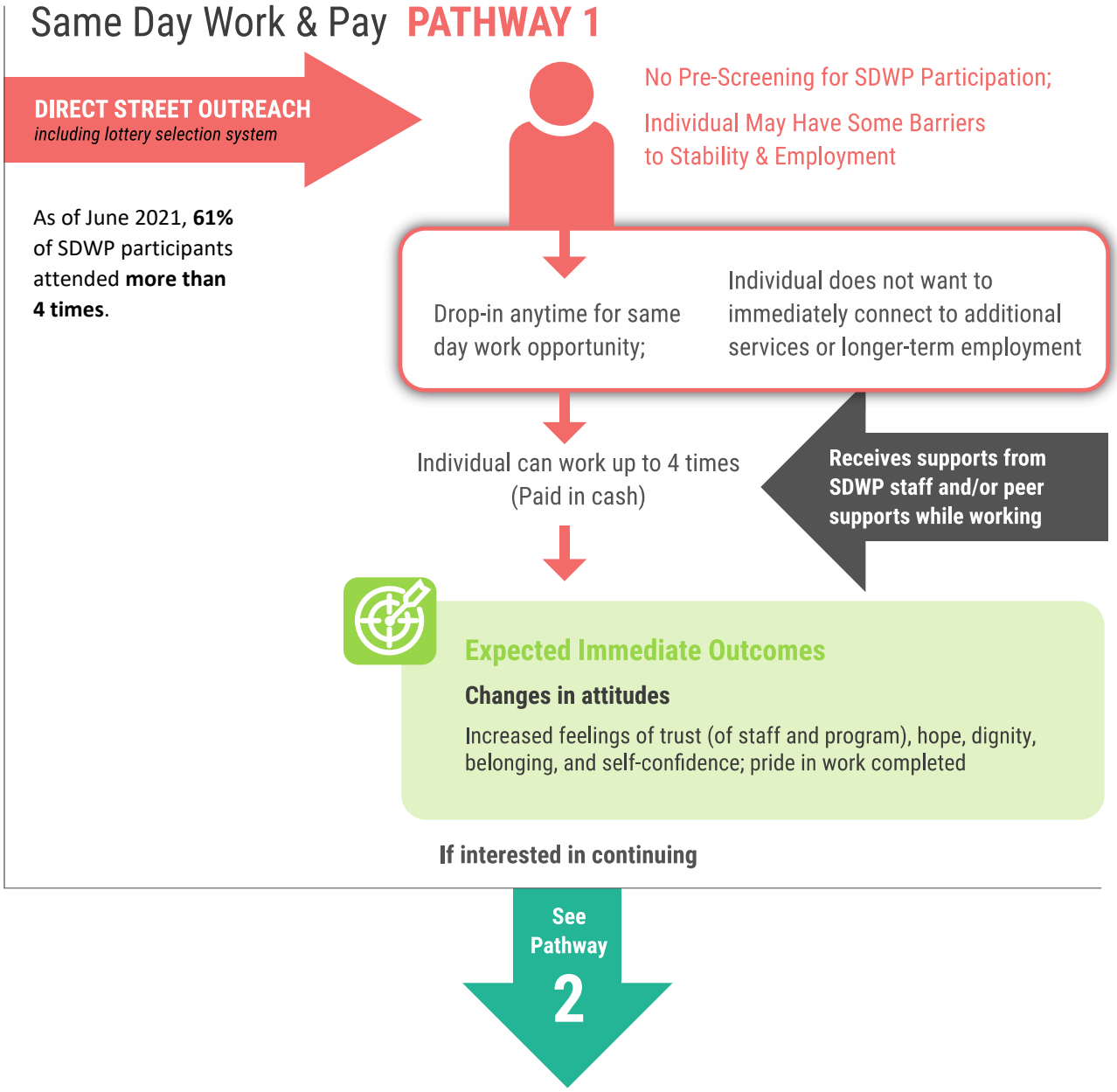
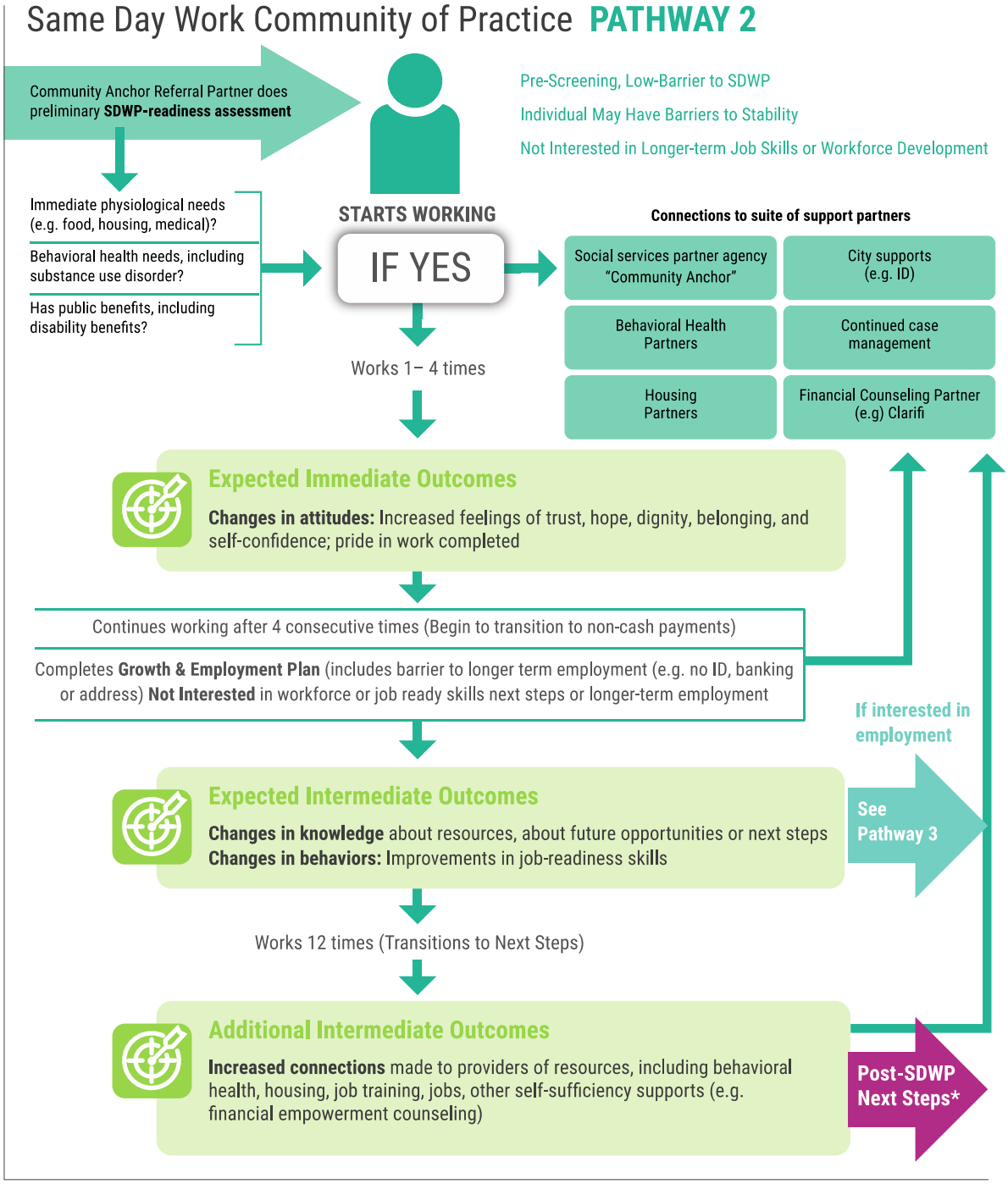
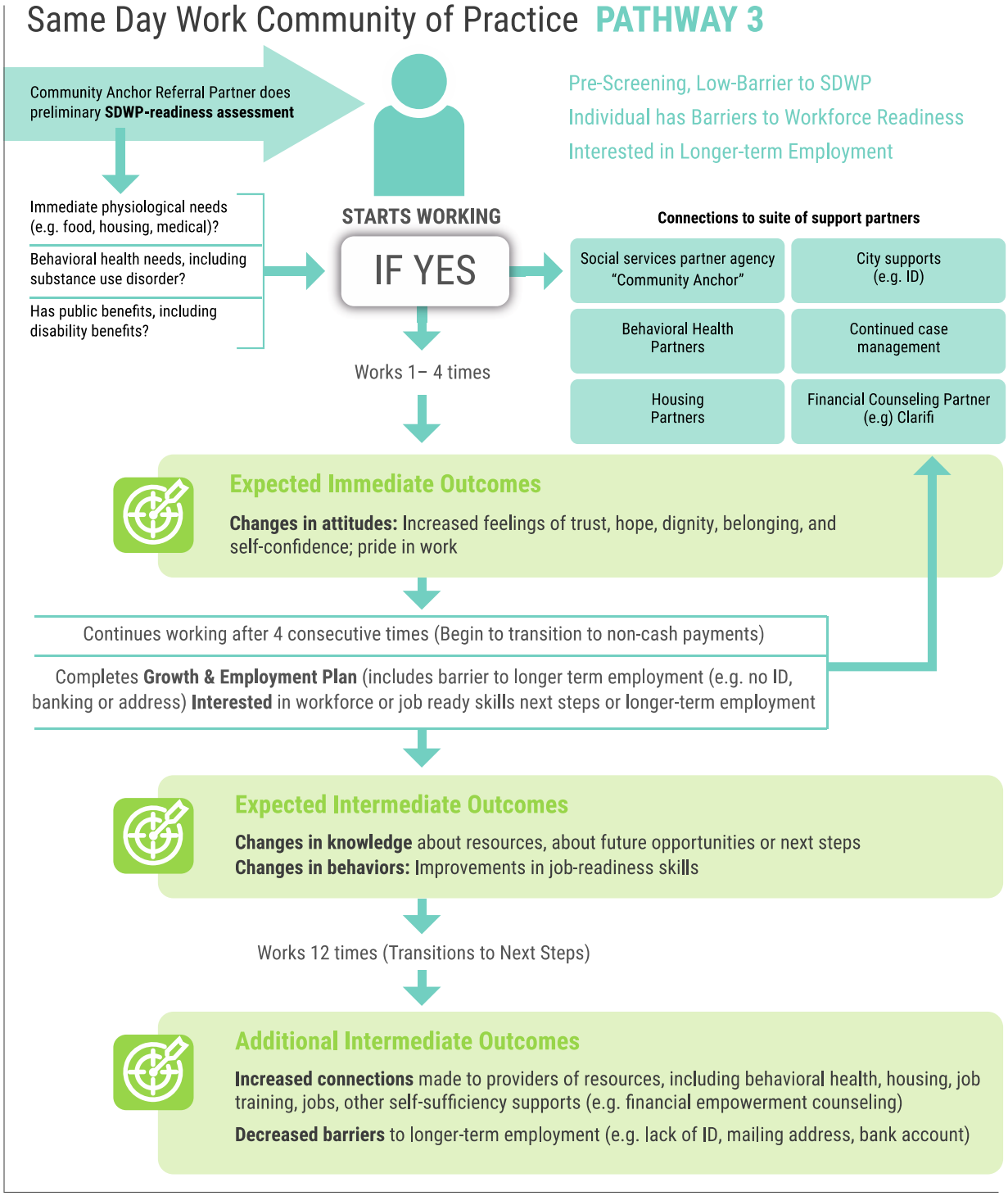


Figure 5. SDWP Participant Pathway 2



As of June 2021, **15%** of 994 participants were not interested in unemployment

Figure 6. SDWP Participant Pathway 3



As of June 2021, **85%** of 994 participants were interested in employment; **42%** had worked in the previous year.

Post-SDWP Next Steps*

- Link to longer-term employment with WF partner
- Pre-job readiness skills training or adult literacy bridge
- Job training program in specific sector

* Includes alumni engagement opportunities

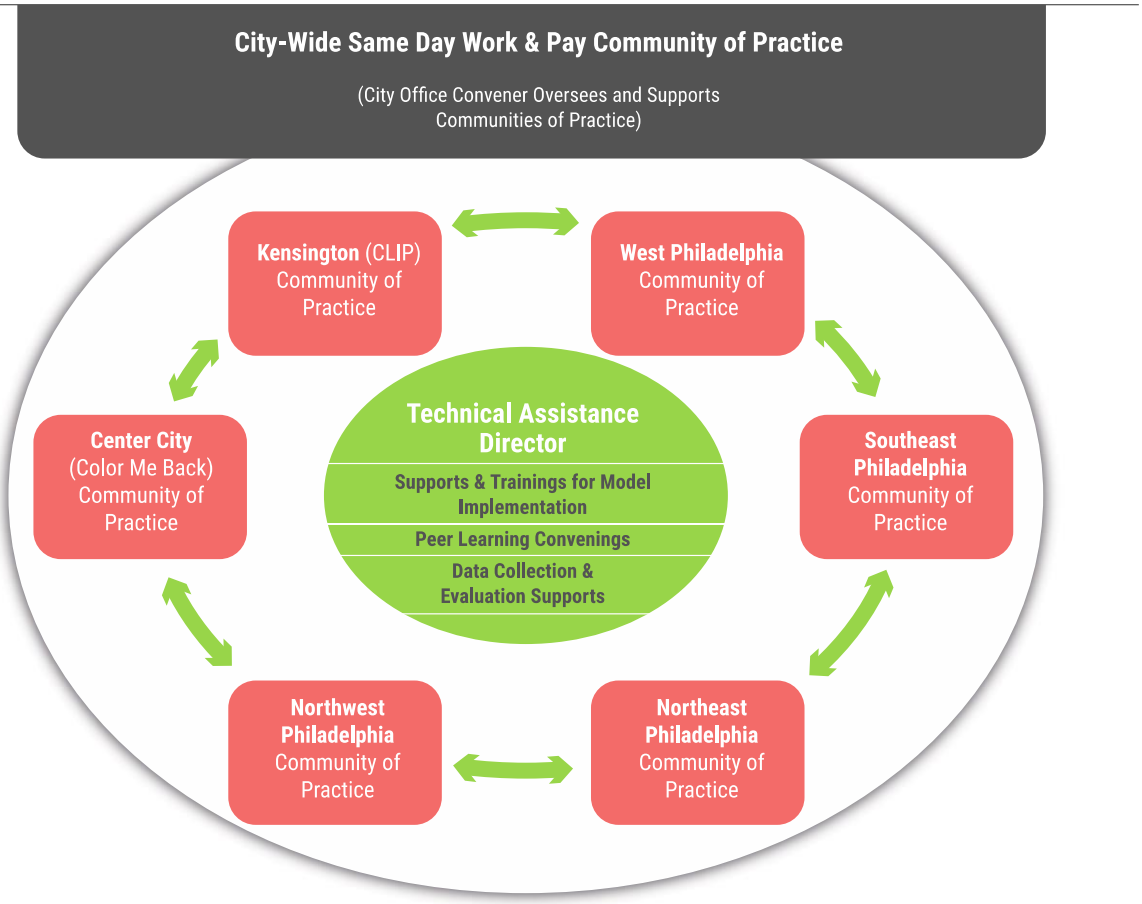
Scaling to New Communities and Worksites

As mentioned earlier, the city-led convener would manage and support the growth and scaling of the SDWP programs alongside strategic partners. Scaling may include supporting the planning and implementation of other government-related, non-profit, or community-based agencies to enter this SDWP landscape as well as supporting the current SDWP worksites if they seek to expand to other communities in the City of Philadelphia (Figure 7).

The current SDWP worksites could serve a mentoring and leadership role in supporting new organizations and agencies in starting-up SDWP programs. For example, new SDWP worksites could shadow existing programs.

As new SDWP worksites come on board, there must be the continual assessment of the needs of the individuals who are recruited to work (e.g. language needs, cultural needs). There must also be an understanding of the neighborhood and community where the program resides.

Figure 7. Hypothetical Example of Potential SDWP Communities of Practice[23]



[23] The city-led convener, depending on their capacity, may provide technical assistance or collaborate with another entity to do so.

Trauma-Informed Approach and Best Practices

A critical component of the SDWP programs is that they are trauma-informed programs and that staff and partners are trained and supported in implementing a SDWP program that operationalizes trauma-informed principles.

Trauma is an emotional and physical response to an event that overwhelms an individual's internal and external coping strategies.[24] When experienced in childhood, trauma can significantly impact health and well-being across the life course. The landmark Adverse Childhood Experience study released in 1998 defined ten specific childhood adversities across three categories: abuse, neglect, and household dysfunction. The study found that that roughly 2 in 3 individuals had experienced at least one ACE before the age of 18 and 1 in 8 had experienced four or more. These experiences were correlated with negative health and social outcomes later in life such as depression, drug abuse, unemployment, and even heart disease.[25] Such experiences can interrupt normal development in children, but the impact can be mitigated through the development of healthy relationships with stable adults.

It is likely that ACEs and trauma are highly prevalent among SDWP participants. While individuals of all backgrounds experience ACEs and trauma, communities impacted by structural racism, violence, and poverty are disproportionately affected. Philadelphia has long been the poorest major city in the nation with poverty rates highest among Black and Latinx residents. Philadelphians report higher rates of ACEs and trauma than those in the original study – 1 in 5 have experienced 4 or more of the ACEs. When accounting for community-level adversities such as witnessing neighborhood violence or experiencing discrimination, that number is even higher – 1 in 3 have experienced four or more adversities in childhood.[26]

By nature of the program, SDWP participants have experienced or are currently experiencing financial and/or housing insecurity, which in and of itself can be considered traumatic.27 Financial and housing insecurity create logistical barriers to stable, secure employment. Further, these experiences, especially when coupled with a history of trauma, can make working extremely challenging. Research has shown that there is a 14% gap in employment probabilities at age 40 between adults with and without court-substantiated histories of abuse and/or neglect while controlling for background characteristics.[28]

Additionally, there is the potential adversity the SDWP participants have experienced individually and systemically as it relates to experiences of homelessness. We should also be mindful of the potential trauma of the neighborhoods where the SDWP work occurs. For example, the Kensington area of Philadelphia, where the CLIP SDWP worksite is located, is the epicenter of the opioid crisis in the City of Philadelphia.[29] Finally, the majority (about 75 percent) of the SDWP participants are people of color and

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[24] Kluft, R. P., Bloom, S. L., & Kinzie, J. D. (2000). Treating traumatized patients and victims of violence. *New directions for mental health services*, *2000*(86), 79-102.

[25] Felitti, V.,Anda, R., Nordenberg, D., Williamson, D. F., Spitz, A. M., Edwards, V., Koss, M. P., Marks, J. S. "Relationship of childhood abuse and household dysfunction to many of the leading causes of death in adults: The Adverse Childhood Experiences (ACE) Study." American Journal of Preventive Medicine 14, no. 4 (1998): 245-258.

[26] Cronholm, P. F., Forke, C. M., Wade, R., Bair-Merritt, M. H., Davis, M., Harkins-Schwarz, M., ... & Fein, J. A. (2015). Adverse childhood experiences: expanding the concept of adversity. American journal of preventive medicine,49(3), 354-361.

[27] https://www.samhsa.gov/homelessness-programs-resources/hpr-resources/trauma

[28] Currie, J., & Spatz Widom, C. (2010). Long-term consequences of child abuse and neglect on adult economic well-being. *Child maltreatment*, *15*(2), 111-120.

[29] https://www.inquirer.com/philly/columnists/mike_newall/mcpherson-square-opioid-heroin-librarians-narcan-mike-newall-20180724.html

disproportionately represent communities of color, and the racism experienced by these individuals is traumatic.[30]

A trauma-informed program is one that **realizes** how trauma impacts individuals and communities and understands potential paths for healing; **recognizes** the signs and symptoms of trauma; **responds** by incorporating policies and practices that are based on knowledge of trauma; and **resists** re-traumatization.[31] The Substance Abuse and Mental Health Services Administration (SAMHSA) has outlined six key principles that provide a frame for implementing a trauma-informed approach at each SDWP worksite[32]:

> **Safety**: Throughout the organization, staff members and the people they serve feel physically and psychologically safe; the physical setting is safe, and interpersonal interactions promote a sense of safety.
>
> **Trustworthiness and transparency:** Organizational operations and decisions are conducted with transparency, with the goal of building and maintaining trust among staff, family members, and others in the organization.
>
> **Collaboration and mutuality**: There is partnering and leveling of power differences between staff and clients and among organizational staff, from direct care staff to administrators; there is recognition that healing happens in relationships and in the meaningful sharing of power and decision-making.
>
> **Empowerment, voice, and choice**: Throughout the organization and among the clients served, individual's strengths are recognized, built on, and validated, and new skills are developed as necessary. The organization aims to strengthen the experience of choice for staff, clients, and family members and to recognize that every person's experience is unique and requires an individualized approach.
>
> **Peer support and mutual self-help**: These are integral to the organizational and service delivery approach and are understood as a key vehicle for building trust, establishing safety, and enabling empowerment.
>
> **Cultural, historical, and gender issues**: The organization actively moves past cultural stereotypes and biases (e.g., those based on race, ethnicity, sexual orientation, age, geography, etc.); offers gender responsive services; leverages the healing value of traditional cultural connections; and recognizes and addresses historical trauma.

[30] Uncovering the Trauma of Racism (apa.org): https://www.apa.org/pubs/highlights/spotlight/issue-128
[31] https://ncsacw.samhsa.gov/userfiles/files/SAMHSA_Trauma.pdf
[32] https://www.nctsn.org/trauma-informed-care/family-youth-provider-partnerships/introduction

The Color Me Back program operationalizes trauma-informed practices in the daily routine of the program[33]. These practices were developed in partnership with staff and program participants and continue to be modified as needed. Some examples of how Color Me Back has implemented trauma-informed practices include:

- Participants are introduced to Studio Space Agreements (Appendix 6) at the start of their engagement. Program staff is clear and transparent regarding expectations and how participants are held accountable if they do not uphold the agreements. This practice enables staff to build trust with participants and build a space that ensures both emotional and psychological safety for all involved.
- Participants start each day with Community Meeting, a practice that was developed as a part of the Sanctuary Model© and is now used in many trauma-informed settings. During Community Meeting, participants and staff check-in using their name, gender pronouns, how they are feeling in that moment, one goal for the day, one thing they are going to do for their personal wellness, and who they are going to go to for support. This is an important norm setting activity that builds trust and participant voice.
- At the end of each workday, staff and participants complete Daily Jobs which include organizing supplies, wiping down tables, disinfecting areas, mopping, and taking the trash out. This practice builds job skills and promotes an environment of collaboration and mutuality among participants and staff.
- On the final day of each work week, participants engage in Reflection wherein they share one thing they learned during their work week, one thing they want to do again next time they work, whether they met their personal wellness goals or not, and then anything else they want to share with the group. This empowers participants to share growth experiences and to reflect on new skills they have gained.

Each SDWP worksite should employ a trauma-informed model with respect to how they interact with participants and how they set up their respective worksites. Training and coaching for staff is critical to build understanding of trauma and how to operationalize trauma-informed principles into specific practices. Also essential to the trauma-informed approach is ensuring that staff are supported through practices like Reflective Supervision.

Trauma-informed work environments can create opportunities for individuals who have experienced trauma to develop new attitudes toward work and provide avenues for growth, healing, and resilience. Each SDWP worksite may implement trauma-informed principles differently and should have the opportunity for continued learning and sharing with one another through the community of practice convenings.

***

The strategic planning process also explored payment options, the role of peer supports, and potential SDWP outcomes, evaluation, and data collection streamlining as well as program costs and budget considerations. Recommendations for these areas are provided in the sections below.

[33] CLIP has modified some of these practices to their worksite as well.

Payments & the Economic Security of SDWP Workers/Participants

The first two years of SDWP have shown that payment in cash is a doable model at a small scale (e.g., 10 people a day in one location who work a few times). However, since participants are working consecutive days and therefore making up to $200 per week, there was a desire to explore other forms of payment (non-cash). **Other forms of payment have the potential to be more efficient, effective, and sustainable for the worksites as well as for the participants. Other forms of payment also have the potential to increase the financial stability of participants and allow for work in longer-term employment which is likely paid by check or direct deposit to a bank account.**

Since the Same Day Work & Pay (SDWP) programs re-opened in late-Summer 2020 after the pandemic shutdown, CMB and CLIP have adjusted their recruitment and attendance models to focus more on recruiting directly from community-based organizations and to have individuals work multiple times. CLIP now employs a two-week cohort model of 10 participants, 5 unhoused and 5 housed residents and CMB employs a one-week cohort model of 10 participants, with the ability to work for more one week. CMB participants are paid on-site at Suburban Station and CLIP participants are driven to Impact Services in Kensington and are paid by Impact Services in their office.

ODAAT's Approach to Same Day Payments

The One Day at a Time (ODAAT) organization based in Philadelphia runs a same day work program[34] and as of Spring 2021 was contracting with the Philadelphia Horticultural Society for a newly announced city-funded same day pay initiative. ODAAT pays their participants at the end of each workday with a check (set up by their internal finance office for individuals who have an ID) or with a re-loadable credit card for those who do not have a bank account. Participants are paid daily $100 for up to 4 days of full-day work.

Summary of Payment Options

Six approaches to paying the SDWP participants are briefly reviewed below (Table 5). Among current SDWP site leads, the preference is to continue with cash payments to at least some extent as this method does not require prior identification or any other requirements for the participants to get paid. However, safety of participants and tracking concerns remain. Paying individuals in cash has also posed challenges to expansion plans for new SDWP programs.

[34] Eligibility for this program differs from Color Me Back and CLIP.

Table 5. A Summary of Payment Options

Payment Options	Strengths for Participants	Challenges for Participants
Cash	• Immediate payment • This form of payment can accommodate participants without a bank account or ID or any other paperwork needed	• Safety concerns • No long-term financial stability created through banking or savings
Gift cards	• No barrier alternative to cash	• Limited options for use • Cannot recoup lost card
Pre-paid credit cards	• Money can be uploaded prior to workday or at the end of a week • Cards are re-loadable	• Does not offer the functionality of a bank or any savings issues • There are fees to obtain/take-out money from the card • Cannot recoup lost card
Checks	• If offered for consistent participants along with financial counselor may assist in longer term financial stability	• Paperwork needed • Difficulty cashing if individual is not banked • Bank fees
Cash App	• Immediate payment	• Need smart phone or device • Need bank account
Direct deposit to savings or checking account	• First step toward creating economic security	• Requires paperwork and setting up prior to payment • Possible fees associated with balance and use

Survey of Color Me Back Participants

Surveys conducted at the Color Me Back (CMB) site offer additional input regarding how open and able SDWP participants are to cash-payment alternatives. Participants responded that they were most comfortable with being paid by cash and least comfortable being paid by a cash app (Table 6). However, a majority (55%) of individuals said they were “very comfortable” being paid by card.

Table 6. Levels of Comfort with Various Payment Options

	How comfortable are you being paid… CMB, n=38		
	In Cash	By Card	By Cash App
Very comfortable	87%	55%	32%
Somewhat comfortable	13%	32%	29%
Not comfortable	0%	13%	39%

A little over a third of the CMB participants responded having a bank account or having a cash app and almost two-thirds have either or both (Table 7). On the other hand, a little over a third of the participants did not have either a bank account or a cash app. This means there is still a need to pay cash to those individuals while setting up another payment option.

Table 7. Participants' Access to Payment Methods

CMB Participants n=38	
Have a bank account	39%
Have acces to a cash app	34%
Have either a bank account, a cash app, or both	61%

Based on these survey responses, there is an opportunity for SDWP programs to offer other payment options to participants and build their financial stability through connecting them to a bank. It is important to note that in order for participants to transition to longer-term paid work opportunities, they will most likely be paid by check or a cash card. **Therefore, it is recommended that SDWP transition away from payment in cash for individuals who work four or more times and build into the program the capacity for individuals to be paid in by check or cash card.**

Strengthening the Economic Security of SDWP Participants

Past evaluations of the SDWP program found that the same day pay experience has demonstrated that participants often face one or more barriers to employment and that SDWP can serve as bridge of supports in order to connect more participants to regular employment. One type of bridge could be aimed at putting individuals on the path to develop or rebuild their credit and to establish a bank account.

SDWP participants who are attending the program consistently may be connected to local financial counseling organizations that can play this key partnership role. One such potential partner is Clarifi. Clarifi works with individuals to achieve financial resilience and positively impact their communities. Participants can set up an appointment with a Financial Empowerment Center (FEC) counselor. There may be an opportunity for SDWP to have a formal partnership with Clarifi if the volume of SDWP participants increases and this would require some fundraising for the same day work program to pay for a FEC counselor's dedicated time. Clarifi FEC Counselors can also facilitate information sessions for the SDWP program staff.

Options for a Third-Party Payer

Finally, if a SDWP program is unable to physically pay the participants, there are two possible options to pay people:

- The job site can contract with a vendor (through an RFP or other contracting process) who can set up payments for participants. Agencies, like "Your Part-Time Controller" or SurePayroll may be able to assist with finding such a third-party payer, but the services may be limited to only electronic-based payments.

- A more aligned option is to seek out a service provider who holds a similar organizational mission and serves a similar population as SDWP serves.[35] The SDWP worksite would fund that organization to

[35] At the time of this strategic planning process, Impact Services, a community development organization located near the CLIP SDWP worksite, was serving as the "payer" for the CLIP SDWP participants.

handle pay distribution, including (if needed) showing up on-site daily to distribute pay. SDWP participants may then get connected to other social support services that this organization provides.

Recommendations for Payment Options

- Cash should remain as a primary payment method on a limited-time basis, but other options are viable. There should be a transition from cash to other payments options that also assist in building financial stability. Cash may be paid up to 4 times and then a transition to non-cash payment may begin.
- No matter the payment method, there should be a careful documentation of participant payments to lessen the risk of potential fraud.
- For individuals with the means and capacity to be banked, there should be a link to a partner who can provide financial counseling as needed.
- SDWP programs should seek out similar mission-driven organizations who may be contracted to pay the SDWP participants and also offer other resources/services to those individuals.

The Role of Peer Supports

People with lived experience can play a valuable role in offering hope, support, and resources to SDWP participants and peer support is an integral component of a trauma-informed model. It has been helpful to integrate peer recovery advocates and certified peer specialists into this model of SDWP and to have staff with lived experience.

Peer supports have the potential to play a critical role in identifying and mapping various types of recovery resources, including education, employment, housing, childcare opportunities, linking people to community resources, and helping them navigate these and other health and social service systems. Organizations that elect to take on this peer-support model must provide clarity about the specific job functions and experience necessary. It is also recommended that peer supports have training and experience in workforce development.

In the current SDWP model, it has been difficult to maintain a consistent peer workforce and onsite supervisory structure for peer recovery advocates. Additionally, as the recruitment efforts of the SDWP programs have changed since COVID-19 (initially targeting the people experiencing chronic homelessness who were actively panhandling and may have been dealing with significant mental health and substance abuse issues), the current participants may have different needs. There has also been a need for access to case management and other support services that differ from the role that peers provide. Alternatively, individuals may already be connected to peer supports and/or case management through services in other organizations.

As of late Spring 2021, each SDWP worksite had 2 peer recovery advocates and a certified peer specialist on site offering support to the SDWP participants.

At the CMB site peers are responsible for the following:

- Providing Mural Arts program staff with additional layer of support during work hours and Open Office hours;

- Providing peer support to program participants during work hours including but not limited to having conversations with participants while working on art making, connecting participants to resources, sharing information about Open Office hours with CareerLink, helping to de-escalate and redirect when needed;
- Overseeing bathroom schedule and use making sure participants are respecting the bathroom SEPTA is allowing us to access. Communicate any concerns/issues that arise with this process.

Going forward, the SDWP programs need to have onsite staff who can build trusting relationships with participants and staff with lived experience may more easily develop trust and function as role models and mentors to participants. The worksites should examine what staffing composition works best to accomplish this goal.

Recommendations for a Future SDWP Peer Support Model

- Each SDWP worksite should assess the existing peer culture of their organization and their roles and responsibilities, including the number of individuals with lived experience and their roles and responsibilities, including the role they play as peer mentors. The results of this examinations should be used to inform next steps for their staffing and support structure.
- Each SDWP worksite should consider partnering with a behavioral health agency that has a strong peer-support culture, for example Mental Health Partners, Resources for Human Development, Pro-Act, or Merakey. The City of Philadelphia Department of Behavioral Health and Intellectual disAbility Services oversees a Peer Culture Transformation Advisory Board[36] and this board could be a resource in distributing an RFP or connecting worksites to potential peer agencies.
- Otherwise, the SDWP worksites may consider directly employing certified peer specialists and continue to partner with DBHIDS as a technical assistance resource.
- Finally, it is important that the peer support model aims to have a consistent workforce at the sites with ongoing opportunities for training, promotion, and supervision. It is also essential that peers make a living wage, are paid timely, are securely housed, and that their needs are being met.

Tracking Implementation and Outcomes

Program planning and evaluation has been a core element of the SDWP since its inception and should continue as a best practice. In order for this to be sustained in the community of practice model and extended to new work opportunities, each SDWP worksite will need to coordinate with its partners in sharing data on SDWP participants (as outlined in sample MOU in Appendix 5). Worksites will track both implementation data ("outputs") as well as outcome data. The technical assistance/convening entity may provide additional evaluation assistance and coordination in this role and may contract with a program evaluation partner to support the collection of outputs as well as outcomes.

[36] The purpose of the Peer Culture Transformation Advisory Board (PCTAB) is to function as a community-government partnership that will support Philadelphia's efforts to infuse peer culture, peer support services, and peer leadership throughout its behavioral health system.

As new SDWP worksites are added and as outcomes are evaluated, an increase in coordination and capacity of data collection will be needed.

SDWP Program Model Implementation

Currently, the SDWP worksites use an intake survey to collect basic information about an individual's work history, housing situation, interest in employment, and other barriers to work. The hope has been that, in addition to offering a picture to external partners of who is engaged in same day work, this information can also serve as foundational information that staff can utilize to both engage individuals during the daily activities and to begin to develop program-level support plans for addressing specific barriers.

In order to track the implementation of activities for the SDWP community of practice model, the following proposed outputs may be tracked by each worksite and then aggregated by the TA provider or City strategic partners (potentially with the assistance of an external evaluator):

- Supports and trainings
  - Number and types of staff trainings per month/per year
  - Number and types of formal partnerships
- Trends from intake data of participant demographics, including
  - Number of unduplicated participants per week
  - Number of unduplicated participants per month
  - Number of new participants per month
  - Types of barriers to employment (e.g., lack of photo ID, mailing address, bank account)
- Work engagements
  - Number and types of engagements
    - Mural-making
    - Clean-up efforts
    - Building or graffiti painting
    - Landscaping

Ideally, these outputs would be collected and displayed in a data dashboard. A dashboard would be managed by each worksite and would be coordinated and aggregated by the strategic partners/technical assistance entity.

The following additional data points may also be collected:

- Recruitment tracking
- Participant demographic and intake information
- Needs assessment to make connections for resources and referrals
- Tracking of attendance and payments
- Satisfaction of SDWP experience
- Post-program participation outcomes, including next steps connections
- Participant-level outcomes and indicators
- Community-level outcomes and indicators

As part of the strategic planning process, we engaged with Tech Impact for a preliminary data needs assessment. Recommendations included strategies for streamlining the current participant intake process and considerations for the future, particularly if there is an expansion of SDWP (See Appendix 7). According

to the assessment, "There will need to be one organization which manages the tools, administers the licenses and is responsible for data aggregation across sites."

It is essential that all partners have access and use this data for continuous learning and improvement, as well as fundraising.

SDWP Program Outcomes and Evaluation Questions

The following anticipated outcomes have been identified for participants, communities, and organizational and strategic partners.[37] If a SDWP worksite adapts its program model based on the type of work offered and/or to meet the needs of the target population or community where the work resides, these outcomes may be reviewed and adapted further to reflect these new adaptations.

Primary Outcomes for Participants

Short-Term (Immediate) Outcomes (For ALL participants):

- Changes in attitudes
  - Increased feelings of trust (of SDWP program), hope, dignity, belonging, and self-confidence; pride in work completed
- Increase in earned wages that may be spent autonomously

Intermediate Outcomes

For those who work at least four consecutive times:

- Changes in knowledge about resources, about future opportunities or next steps
- Changes in behaviors (Improvements in job-readiness skills):
  - Self-efficacy
  - Working on a team (inter-personal communication)
  - Verbal communication
  - Flexibility – adaptability
  - Dependability
  - Creativity and problem-solving skills
  - Time management
  - Mindfulness and focus

For those who work 12 times:

- Increased connections made to providers of resources, including behavioral health, housing, job training, jobs, other self-sufficiency supports (e.g., financial empowerment counseling)
- Decreased barriers to longer-term employment (e.g., lack of ID, mailing address, bank account)
- Next steps connections to community-based organizations or behavioral health providers and next steps placements to longer-term employment with WF partners, pre-job readiness skills training or adult literacy bridge, and job training program in specific sector

[37] Possible evaluation tools for these outcomes may be found: https://dbhids.org/wp-content/uploads/2016/01/Community_Mural-Arts_Porch-Light-Evaluation.pdf

Primary Outcomes for Communities and Residents

- Increased feelings of investment from the city
    - Residents feel that the city is investing in the improvement and beautification of their communities.
    - Residents feel that the City is addressing trash or vandalism issues.
    - Residents feel that City is concerned for community safety and well-being.
- City has more coordinated approach to address the stability and workforce needs of vulnerable adults, including those who are housing insecure.
- Increased observed changes to environment
    - Residents observe less trash, less evidence of vandalism, or unwanted graffiti
    - Residents observe cleaner public spaces, less graffiti
    - Residents observe mural-making
- Increased feelings of social connectedness
- Increased sense of security, belonging, and trust in their community
- Increased pride for community

Primary Outcomes for Organizations

As these communities of practice begin to develop and operate, we also anticipate changes occurring to how organizations involved in these communities of practice will collaborate with one another and how these organizations serve and connect individuals to outside supports and workforce development opportunities.

Primary Outcomes for City-Wide Strategic Partnership (System)

- Increased City focus on building system of opportunities to minimize employment barriers
- City has more coordinated approach to address the stability and workforce needs of vulnerable adults, including those who are housing insecure.

Outcomes Evaluation Questions

To date, an outcomes evaluation has not been conducted on the SDWP program. An outcomes evaluation would focus on answering the following questions:

Participant-Level Outcomes

- To what extent are the worksites achieving the expected participant outcomes (including knowledge, attitudes, behavioral changes, soft and hard skill attainment)?
    - How do outcomes differ across worksites? Across demographic groups?
- What proportion of SDWP participants have gone on to workforce-related next steps? To additional social support next steps?
- How does the SWDP program add more value to the lives of individuals experiencing economic insecurity, particularly homelessness or housing insecurity?

Organizational-Level Outcomes

- To what extent does SWDP affect how participants experience social services and workforce development agencies?
- How is the SDWP community of practice model affecting how homeless and social service agencies connect with workforce development agencies (and vice versa)?
- To what extent have changes occurred (or begin to occur) among the community of practice partners?

Community-Level Outcomes

- How are the communities and residents affected?
- How do these outcomes differ across communities?

Strategic Partnership (System) Outcomes

- To what extent have changes to systems serving SDWP participants occurred (or have begun to occur) at the city-level (i.e. among SDWP strategic partners)?
- What contextual factors support the success of partnerships/systems, organizations, programs, and participants? What barriers persist?

Evaluation Data Collection Methods and Sources

In order to track participant outcomes, we recommend that SDWP participants are surveyed/given a questionnaire at intake, after attending 4 times, after attending 12 times, and around the 3-month post-program completion mark. This tracking of attendance, milestones (including the completion of the initial assessment and of the "Growth & Employment Plan), and participant survey completion may require a more sophisticated participant attendance tracking tool. These surveys would be retrospective and would not only gather information on satisfaction, but also on the anticipated participant outcomes. **These surveys should continue to focus on being brief and focused and should seek participant feedback on the experience of data collection. Staff should support the completion and tracking of these surveys.**

In addition to survey data, we also recommend that participant focus groups are conducted. For new SDWP programs, we recommend participant focus groups after 3 months and 6 months after the SDWP project begins (or at project completion, whichever comes first). Participants should be compensated for their time and meals should be provided.

In addition to participants, staff throughout the community of practice organizations should continue to provide feedback on their experience.

Finally, community input is invaluable and we would recommend community member focus groups at six months of a new SDWP project occurring and then conducted on annual basis to gather feedback on how the community has been impacted as a result of SDWP (see proposed community-level outcomes on previous page). CLIP actively surveys and gathers feedback from community members and their staff expertise may be leveraged to create community-wide questionnaires or protocols.

SDWP Community of Practice Costs and Budget Considerations

Staffing a SDWP Community of Practice

The following staffing recommendations are meant to serve as a framework for worksites to consider. In other words, each worksite has flexibility on how to spend its SDWP program budget and how to staff its SDWP worksite. Each SDWP worksite would manage its own budget and staffing structure.

For the SDWP Community of Practice model, personnel costs would include not only the lead worksite but also staff members from the partner sites as well. If a decentralized community of practice model were to be implemented, the following personnel would be recommended for each worksite to consider to operate a four day a week, half-day SDWP program via a Community of Practice model. These numbers are based on a cohort of 10 people working a day, but it is not yet known if the cohort is increased to 20 people a day how many additional staff are needed. This should be examined upon expansion.

We provide time estimates for all the personnel who would be part of a SDWP Community of Practice (Tables 8-11). **These should be modified to the needs of the participating organizations and participants working.**

Table 8. SDWP Community of Practice Worksite

Worksite Personnel	Major Responsibilities	FTE
Site Director	Manages program and partners, including budget & payments; supervises site assistant and work site lead(s); leads Community of Practice meetings	0.5
Site Coordinator	Coordinates participant recruitment and orientation, provides daily worksite support; participant intake & data collection; manages referrals to partners; completes Growth & Employment Plan with participants	0.5
Worksite Assistant	Manages worksite equipment and supplies; daily worksite prep and clean-up	0.5
Peer Support Staff[38] (e.g. community health worker or certified peer specialist)	Engages and works alongside participants each day; Offers individualized support and connects participants to specific services based on need and interest	0.5

It is important for the worksite to continually assess the ratio of staff to participants onsite each day and what is needed to operate a trauma-informed effective program. Further, there may be opportunities for positions to work across multiple

[38] This peer support staff member may be directly employed by the worksite or may be placed on the worksite by a behavioral health agency that has a strong peer-support culture, as outlined in the "Role of Peer Supports" section

SDWP programs and for participants who have worked more often to take on additional roles and responsibilities and be compensated at a higher rate.

Table 9. SDWP Community of Practice Job Skills or Workforce Development Partner

Workforce Development or Job Skills Partner	Major Responsibilities	FTE
WF Staff Member	Receives referrals from worksite; Meets one-on-one with SDWP participants; Provides data to worksite for evaluation purposes	0.25
WF Director	Manages partnership with SDWP worksite; supervises WF staff member; Attends Community of Practice meetings	0.1

Table 10. SDWP Community of Practice Community Anchor Partner

Community Anchor Partner	Major Responsibilities	FTE
Case Manager	Conducts initial assessment and referral into SDWP program; Meets one-on-one with SDWP participants; Provides data to worksite for evaluation purposes; Conducts any other case management duties to support SDWP worksite	0.25
Supervisor	Manages partnership with SDWP worksite; supervises case manager; Attends Community of Practice meetings	0.1

Table 11. Additional Community of Practice Partners (e.g. financial counselors, housing agencies, or behavioral health agencies)

Other Partners	Major Responsibilities	FTE
1 Staff Member per Agency	Receives referrals from worksite; Meets one-on-one with SDWP participants; Provides data to worksite for evaluation purposes; Attends Community of Practice meetings	~0.2 (varies based on role)

In addition to estimated time costs, we also provide estimated costs for participant wages (Table 12) and for other program costs (such as worksite supplies) (Table 13).

Table 12. Participant Wages

Participant Wages	Total Cost Per Year
10 payments per day @ $50 per payment/4 days a week for 42 weeks	$84,000

Table 13. Anticipated Program Costs[39]

Program Costs	Per Year Estimate
Programmatic supplies	$ 10,000
Snacks	$ 3,000
Worksite administrative expenses	$ 8,300
Field data capture tools	$ 1,250
Program site insurance	$ 6,000
Alumni engagement costs	$ 1,500
Total Cost	**$ 30,050**

Programmatic supply costs may vary based on the type of same day work and one-time vs. recurring costs. SDWP sites may be "maintaining the aesthetic quality" of a community via graffiti clean-up or street trash removal or sites may be "improving the aesthetic quality" of a community via mural making or garden plantings/landscaping. Some work sites may already have the necessary equipment.

Estimated Total Cost per Community of Practice

Regarding an estimated cost for each SDWP Community of Practice, we looked at the Denver Day Works budget for 2016-17 and the projected budget for 2017-18 (Table 14). Based on the review of the Denver Day Works budget, for every $1 spent on participant wages between $3-4 was spent on total cost of the Denver Day Works program. Of the total program costs, wages made up between a quarter to a third of the total costs. Indirect costs were not to exceed 10% of direct costs. Personnel for the Denver Day Works includes a program manager, employment specialists (2.6 FTE), benefits navigator (1 FTE), assistant field supervisor (2 FTE including 1 bus driver), assistance distribution manager, outreach specialist, payroll processor, and supervisor.

Table 14. 2016-18 Denver Day Works Program Financials[40]

	2016-17 Year Expenditures	2016-2017 % of Total Cost	2017-18 Projected Budget	2017-18 % of Total Cost
Personnel Subtotal	$ 148,655	50%	$ 223,351	54%
Participant Wages	$ 93,038	31%	$ 99,907	24%
Program Costs	$ 57,271	19%	$ 92,042	22%
Total	$ 298,964	na	$ 415,300	na

We used these Denver Day Works ratios to estimate a budget for this SDWP Community of Practice model and if the SDWP program were to pay $84,000 for participant wages per year ($50/individual, 10 individuals a week, 4 days a week for 42 weeks) (See Table 12), then an estimated total budget for a SDWP Community of Practice would be between $280-$336k per year.

This budget would fund the SDWP worksite, as well as community of practice partner personnel, participant wages, and other direct and indirect program costs, including worksite supplies.

[39] Based on City of Philadelphia draft "Same Day Pay FY21 State Budget Request"

[40] University of Colorado at Denver's Center on Network Science. Denver Day Works Pilot Year 1 Evaluation (2015)

In addition to the costs for each SDWP Community of Practice, the city-led convener in collaboration with a technical assistance provider(s) will be funded to provide technical assistance and oversee the SDWP communities of practice data collection and program evaluation efforts.

The SDWP city-led community of practice/technical assistance provider would be funded to:

- Provide trainings and supports to the worksites for Community of Practice planning and implementation
- Convene the worksites for peer learning opportunities
- Coordinate the SDWP communities of practice data collection and program evaluation efforts (either directly or through an external evaluation partner)

Additional Budget Considerations

There are different approaches to how SDWP communities of practice could be funded by the City. We offer three hypothetical funding scenarios:

- Scenario 1: City fully funds SDWP Community of Practice Worksite, including 3–6-month planning phase
- Scenario 2: City provides partial funding to fill gaps for SDWP worksite including for planning phase; SDWP worksite must do some fundraising
- Scenario 3: City provides funding for SDWP worksites to participate in City-wide SDWP Community of Practice and receive TA, convening, and evaluation supports; SDWP worksite must do some fundraising

Across these funding scenarios, the City of Philadelphia could fundraise for public and private dollars.

It is important to recognize that work opportunities that are focused on providing a trauma-informed work environment to vulnerable populations have a number of costs. It is also critical to note that longer-term funding and supports can allow for programs to focus on implementing and improving programs and not focusing on continually fundraising.

Given that the strategic plan makes a number of programmatic changes with budget implications, it is recommended that the SDWP budget continue to be tracked and assessed over the next year. It is important to continue to reflect on cost in relation to activities and outcomes, while also ensuring staff are paid a living wage and have access to benefits. Further, it is understandable that there will budget adaptations depending on the organizations in the community of practice.

Conclusion & Next Steps

The decentralized, community-driven Same Day Work & Pay community of practice model takes into consideration the broad and diverse needs of SDWP participants while not expecting SDWP worksites to "reinvent the wheel" in trying to address the needs of individuals and make connections to next steps. Instead, it aims to build on the existing resources and expertise across multiple organizations.

The partnerships and collaborations both at the strategic partner-level and at the community of practice-level will address the inequities of systems serving these vulnerable populations while at the same time provide high-quality work experience and stability supports to participants.

This strategic plan is intended to provide a framework for current SDWP programs to adopt in a phased-approach and for new SDWP programs to use once this model is replicated and scaled throughout the city, and possibly elsewhere.

Immediate next steps for implementing the community of practice model would include:

- Establishing government city-wide convening entity
    - Identifying city government agency to serve as "city-led convener" (including designated staff lead)
    - Identifying technical assistance needs and TA provider(s), and evaluation partner(s)
    - Convening CLIP and CMB existing SDWP programs and the associated partners, as well as similar programs such as ODAAT
    - Convening strategic partners for fundraising to support SDWP Community of Practice model implementation and scaling. This should include partners that have funded this work.
    - If scaling, identifying and developing different opportunities for funding gaps and accelerating new worksites and communities of practice, including developing RFP for new worksite selection process
- Moving forward with community of practice model implementation
    - Using strategic plan to guide SDWP implementation process and developing a fidelity checklist
    - Supporting the current worksites on adopting a feasible, phased-in approach
    - Support the current worksites in identifying community of practice partners, such as Community Anchor(s), workforce development partners, and other support partners, including completing MOUs

The recommendations are largely based on sustaining and strengthening the current SDWP programs and fundraising to implement a community of practice model for both current programs and for the inclusion of other government-related, non-profit, or community-based agencies to enter this SDWP landscape. Given the interest and need, if more funding was provided, the SDWP community of practice model could be really reimagined as a transformative work opportunity in Philadelphia and in other parts of the country that could provide low barrier work opportunities for many people.

Further, we want to continue to learn and innovate from this program and recommend space for partners to do so as well. It is recommended to continue to connect to other cities to share best practices and continue to learn from each other.

Finally, this work has the potential to be a catalyst for the City of Philadelphia as it re-examines systemic barriers to employment (e.g. access to affordable housing) and in increasing access to no barrier employment opportunities throughout the city. Further, the work opportunities themselves can be an investment in neighborhoods and public spaces.

This program has a powerful and positive message to communicate – people experiencing significant economic insecurity, including homelessness, have the desire and ability to work and improve the physical and social fabric of the communities where we live and work. It is important that we share this message and develop more work opportunities and reduce system barriers.

Appendices

Appendix 1. List of Operations Partners and of Interviewees

Operations Partners

- Brinda, Sean--DBHIDS
- Crane, Emily--Mural Arts Color Me Back
- Feliciano, Damaris--City of Philadelphia, CLIP
- Host, Lydia—Consultant, The Scattergood Foundation
- Malik, Nadia--Mural Arts Color Me Back
- Mixon, Nerissa--DBHIDS
- Ramos, Pamela--City of Philadelphia, CLIP

Strategic Plan Interviewees

- Ali, Zakiyyah--City of Philadelphia Commerce Department
- Biron, Laure--Broad Street Ministry
- Brinda, Sean--DBHIDS
- Crane, Emily--Mural Arts
- Douglass, Joseph--Impact Services
- Feliciano, Damaris--CLIP
- Friere, Edison--JEVS
- Hall, Will--City of Philadelphia Office of Community Empowerment and Opportunity
- Jettison, Heloise--City of Philadelphia Commerce Department
- Kennedy, Charles--Impact Services
- Little, Mitchell--City of Philadelphia Office of Community Empowerment and Opportunity
- Maier, Maureen--City of Philadelphia Office of Community Empowerment and Opportunity
- Mixon, Nerissa--DBHIDS
- O'Donnell, Casey--Impact Services
- Ramos, Pamela--CLIP
- Wells, Mel--ODAAT

Appendix 2. SDWP Participant Demographics (Infographics)

PHILADELPHIA WORK FIRST DATA SUMMARY

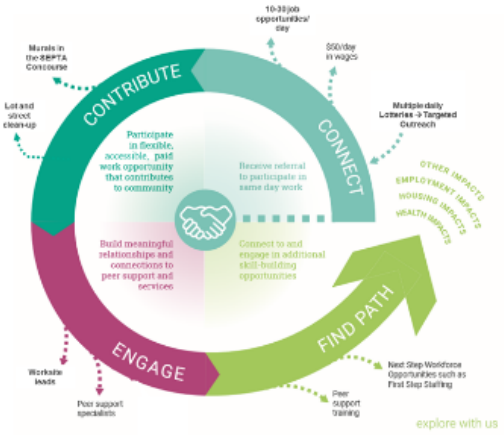
$294,300 paid

5,886 payments to 994 people

In the first 27 months of the program (through June 2021)

- On 4/23/2019, Work First began offering jobs to 10 housing-insecure individuals per day in Center City
- The over several months, the program expanded to offer 30 slots per day at two separate locations.
- On 3/16/2020, COVID-19 forced the program to close down.
- On 7/14/2020, the program returned--with longer-term engagements and CDC-recommended COVID precautions

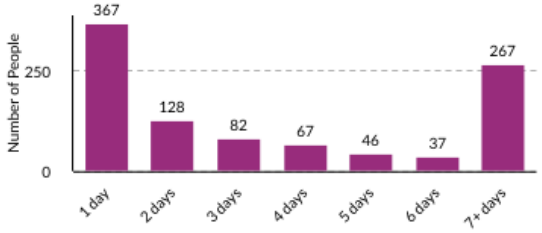
The charts and figures on this page are drawn from daily payment logs and voluntary participant surveys.



56% of People Identified as Black/African American

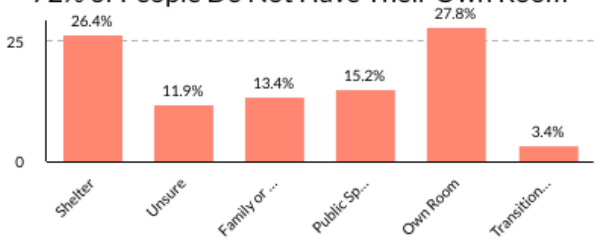
70% of People Identified as Male

27% have Worked 7+ Times



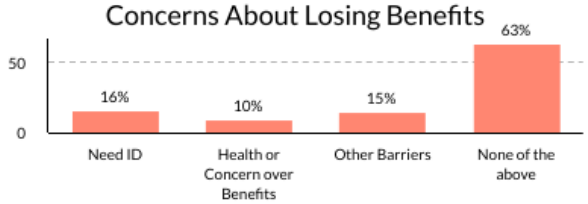
Multiple Age Groups were Represented

72% of People Do Not Have Their Own Room



85% Interested in Employment

Top Identified Barriers Include Needing IDs and Concerns About Losing Benefits



42% Worked in Last Year

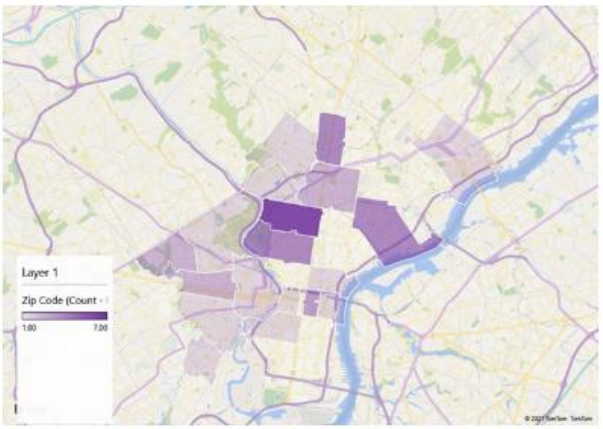
Prepared by The Scattergood Foundation - July 10, 2021 in Partnership with Mural Arts, CLIP, and the City of Philadelphia Department of Behavioral Health & Intellectual disAbility Services - Sheller Family Foundation and The Barra Foundation

WORK FIRST CENTER CITY: COLOR ME BACK
8/4/2020-7/1/2021

$75,150 paid

1503 payments to 114 people
Across fourth cycle of program (44 weeks to date)

The charts and figures on this page are drawn from daily payment logs and voluntary participant surveys.

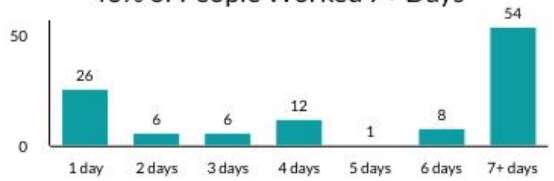


80% of Participants Identified as Black/African-American

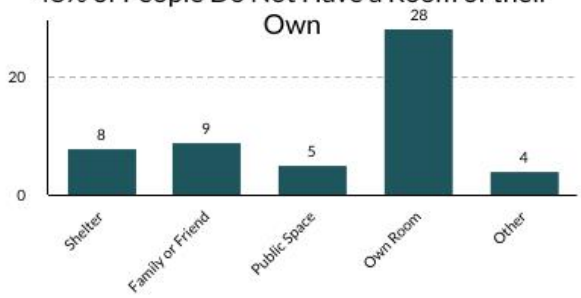
61% of People Identified as Male

49% Were Over 45 Years of Age

46% of People Worked 7+ Days

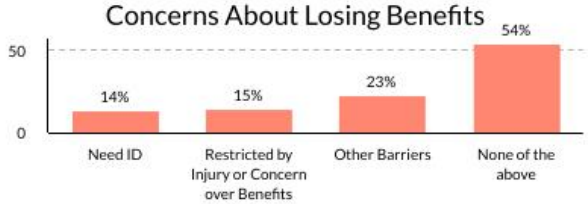


48% of People Do Not Have a Room of their Own

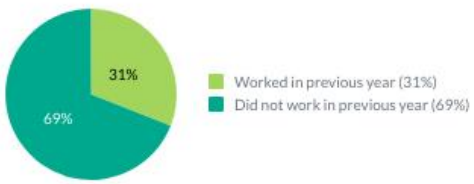


83% Interested in Employment

Top Identified Barriers Include Needing IDs and Concerns About Losing Benefits



31% Worked in Last Year



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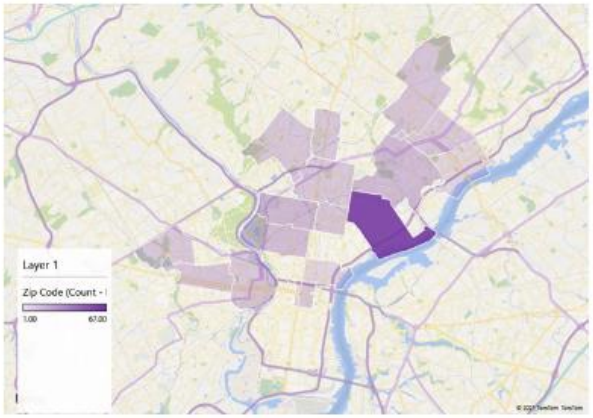
WORK FIRST KENSINGTON: CLIP
7/14/2020-6/30/2021

$78,350 paid

1567 payments to 226 people

Across 4th cycle of the program (50 weeks to date)

The charts and figures on this page are drawn from daily payment logs and voluntary participant surveys.

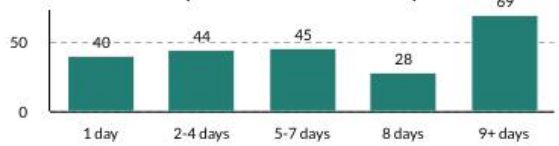


43% of Participants Identified as Black/African-American

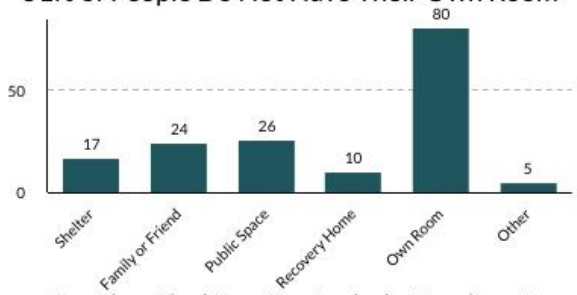
79% Identified as Male

63% Were Under 45 Years of Age

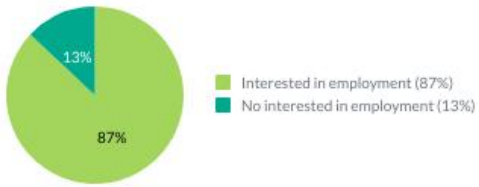
People worked for varying lengths of time, with peaks at 1 and 8 days



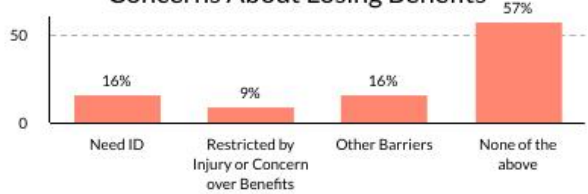
51% of People Do Not Have Their Own Room



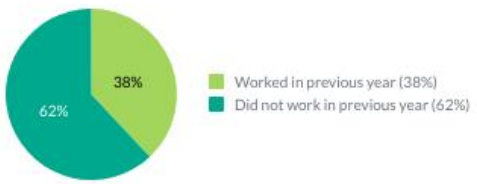
87% Interested in Employment



Top Identified Barriers Include Needing IDs and Concerns About Losing Benefits



38% Worked in Last Year



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Appendix 3. SDWP Community of Practice Logic Model

INPUTS

- Strategic partners
- (City, Scattergood, other funding partners) supporting de-centralized model
- Private & public funding
- Technical assistance
- SDWP worksites and work opportunities
- Participant recruitment, referral, & next steps partnerships
- Evaluation and data collection

ACTIVITIES

- Outreach and recruitment
- Day-to-day SDWP activities
- Connections to next steps
- Technical assistance
- Communities of practice peer learning groups

OUTPUTS

- Supports and trainings for staff
- Trends from intake data of participant demographics, including barriers to employment needs (e.g. IDs)
- Work engagements

OUTCOMES

Short-term & Intermediate

For participants:

- Changes in attitudes about self and life situation
- Changes in knowledge about resources and future opportunities or next steps
- Changes in job-readiness behaviors
- Increased connections
- Decreased barriers
- Next steps placements

For communities and residents:

- Increased feelings of investment from City
- Increased observed changes to neighborhood/community
- Increased feelings of social connectedness
- Increased pride for community
- Reduction of stigma of individuals with behavioral health issues and housing insecurity

For organizations:

- Changes in how organizations/agencies collaborate with one another
- Changes in how organizations/agencies connect individuals to outside supports and opportunities

For the strategic partnership (system):

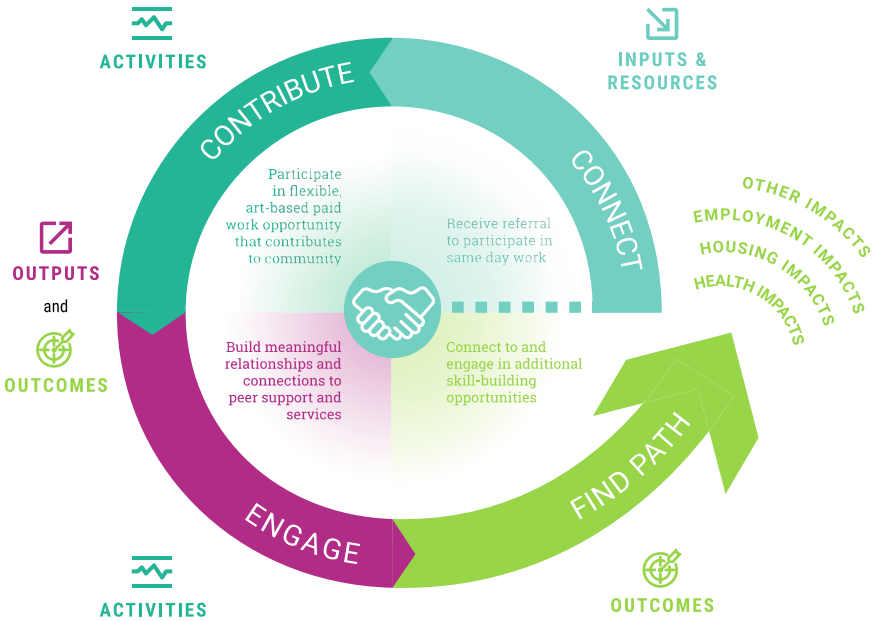
- City focus on building a system of opportunities to minimize employment barriers
- City has more coordinated approach to address the stability and workforce needs of vulnerable adults, including those who are housing insecure

IMPACT

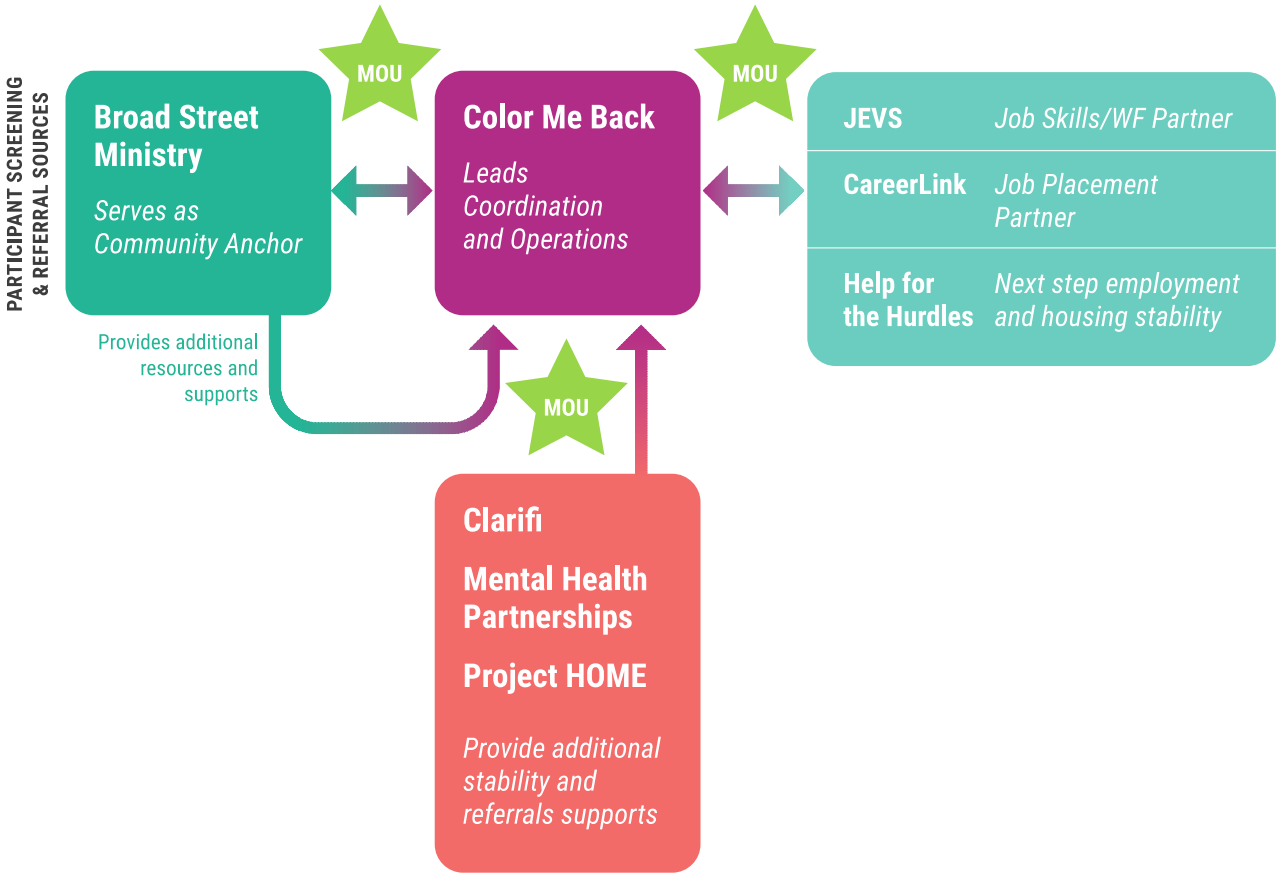
Increased access to no barrier employment opportunities throughout the City

City re-examines systemic barriers to employment

Theory of Change and Logic Model



Appendix 4. HYPOTHETICAL Community of Practice for Color Me Back



Appendix 5. SDWP Community of Practice Sample MOU

Memorandum of Understanding[41]
Same Day Work & Pay (SDWP) Program Community of Practice

I. Memorandum of Understanding

This Memorandum of Understanding sets out the principles which will guide the activities of the *Same Day Work and Pay (SDWP) Program*. The mission of *SDWP* is to use a low barrier, paid work opportunity to connect vulnerable individuals to services and supports in order to increase their stability and self-sufficiency as well as build job-ready skills and make connections to job ready, job training opportunities.

The SDWP Program model is carried out by various "communities of practice." Each Community of Practice (CP) is led by the worksite. The worksite will coordinate partner activities. Each CP will be convened by a group of "strategic partners" made up of City, philanthropic leaders, and other relevant partners. The strategic partners will also be charged with expanding and sustaining the work of SDWP, as well as ensuring quality through sharing of best practices, trainings, data collection and evaluation.

II. Project Partners

(This is also a place to identify specific roles, contributions or expectations of each partner.)

The following organizations/entities are participating in [Worksite name] *SDWP COP* as partners. They are committed to the mission of *SDWP CP* and will work together to achieve its goals.

Partners may be asked to fulfill the following duties:

- For organizations identified as "Community Anchor Organization:" lead participant recruitment and referral sources; conduct initial screening for SDWP-readiness; ongoing communication and case management with SDWP staff

- For workforce partners: Co-develop soft skill-building activities that provide a preparation and bridge to next steps; offer job readiness skill building; offer next steps sector-specific trainings, including adult literacy; offer longer term employment opportunity

- For individuals who need additional immediate physiological, behavioral, recovery needs met, partners would provide those supports as a next step.

- Partner agencies commit to assessing and enrolling "completers" into next steps opportunities, which may be workforce or additional supports for stability

- [Partner name] will dedicate at least XX staff member(s) X% of their time or [X proportion of] workday to supporting the SDWP COP through warm referrals or job readiness supports. (copy for each additional partner)

(List project partners, contact names, role of organization (e.g. social supports, community anchor, workforce, etc.))

[41] This MOU was adapted from a template provided by https://www.lisc.org/our-initiatives/safety-justice/cbcr/resources/tools-templates/memorandum-understanding/

Other organizations/entities may join the effort at any time, provided that they understand and support the goals of *[Worksite Name] SDWP Community of Practice.*

III. Meetings

The [Worksite Name] SDWP Community of Practice will hold meetings every [How often are meetings held]. *Who is responsible for attending meetings?*

[Worksite name] is responsible for proposing agendas and sharing them at least one day in advance of the meeting via *email.* Meeting notes will be recorded on a rotating basis by project partners, and will be shared within ___ *days/weeks* after each meeting.

IV. Goal-Setting and Decision-Making

Describe how the group will set goals. How often? In writing? When will you revisit them?

Describe here any other major activities the group engages in—how decisions occur and who is responsible for different parts.

V. Project Resources

How will the group raise funds for its work? How are decisions made about how funds will be spent (voting majority with a quorum, consensus)? Who is the fiscal agent? Who is responsible for financial tracking and reporting? Are these partners compensated for these functions?

VI. Data Sharing and Confidentiality

1. Data received from [SDWP Worksite] shall be treated as private, confidential information. Data shall not be copied or reproduced for sources outside the [Community of Practice] in any manner without prior permission of the [SDWP Worksite]. Data shall not be furnished to any other agency or individual unless permission is first received from the [SDWP Worksite] and [Partner Organization].
2. Data containing, or which could lead to, the identity of specific participants is strictly confidential and shall not be disclosed in any manner, unless formal permission/consent is granted by the individual.
3. Any and all reports produced utilizing data obtained under this agreement shall not contain individual names or other identifying information of any study subjects, nor shall information be reported in such a manner as to allow for identification of individual study subjects.
4. All data provided to the [SDWP worksite and its partners] shall be maintained securely.
5. The transfer of data shall be by secure means. Data containing identifying information shall not be transmitted via email without being encrypted and password protected.
6. All data located in computer files shall be password protected with access limited to the parties that have signed appropriate security agreements.

VII. <u>Amendments to this Memorandum of Understanding</u>

The partners may agree to amend this Memorandum of Understanding, provided that they support the incorporation of the amendment into this document. This Memorandum of Understanding will remain in effect until _____, or throughout the term of *Project*.

Signed: Date:

(Signatures of individuals representing project partners)

Appendix 6. Color Me Back Worksite Policies

Same Day Work and Pay Program

Rules & General Information

- Work hours are **Monday -Thursday** from **8:30am - 12:30pm** (Must show up at the meeting site by 8:15am in order to participate)
- Must follow all COVID-19 safety policies while working onsite with the Same Day work and pay program (this includes while on break)
- Payments will be given between 12:15 - 12:30 pm each day.
- Fridays from 11-1pm are Open Studio hours with Career Link. This is not a paid work opportunity. Open to anyone interested in speaking with Career Link.

COVID-19 Policies/Protocols - Suburban Station

- ➔ If you are sick or if you exhibit symptoms while on site (i.e. coughing, fever), **staff reserves the right to ask you to leave and receive appropriate medical attention.** Staff will assist with connecting you to appropriate medical attention.
- ➔ PPE will be provided to all participants and staff working with the Same Day work and pay program (masks, gloves, hand sanitizer, soap, etc.)
- ➔ All staff and participants must wear a mask.
- ➔ If/when drinking and/or eating snacks, staff and participants must remain 6+feet away from one another and replace the mask as soon as possible
- ➔ All staff and participants must wash their hands or use sanitizer upon entering the site, regularly while on site, and when returning to/from break. Hand washing or sanitizing should take place every hour.
- ➔ Participants and staff must work together to ensure that supplies are disinfected and stored properly. There can be no sharing of supplies without them first being thoroughly disinfected.
- ➔ Participants and staff must follow COVID-19 protocols when on break
- ➔ **If any of these rules are not observed, staff reserves the right to ask participants to leave without receiving payments.**

Agreements - Studio Space

In order to participate you must agree to the following:

- You agree to follow the COVID-19 Safety Policies and Protocols as explained by program staff
- You must add your name and phone number to our **Sign-up Sheet** in the studio and update it when necessary. Program staff will contact you by phone when it is your turn to work. Do not contact staff and ask when you are working. We do not know until Sunday who got picked for the week.
- You will show up to 15th & Market Streets (at the clothespin / downstairs @ Dunkin Donuts) before 8:15am every Monday-Thursday. If you arrive after 8:15am, you will not be able to work that day.
- You will not come to work drunk or high. You should come ready to work for the entire 4 hours! In order to receive payment, you must contribute to the work. You will not bring any drugs, alcohol or weapons on site in the studio space.

- **Visitors to the studio space:** There are no visitors allowed in the studio space during working hours. Friends and family are welcome to come after work hours or Fridays from 11-1pm.
- **Clean-up:** You agree to help with set-up, break down, and clean up of all site supplies. Clean up will begin around 12:00 pm and includes sanitizing/disinfecting and properly storing all supplies.
- **Bathroom:** You agree to follow the bathroom rules while working as a part of this program. Bathroom breaks are as follows: (1) 8:15-8:30 am (2) 10:45-11:05 (3) 12:15-12:30. You must use the bathroom breaks that are provided. There is no smoking, drinking or hanging out in the bathroom. If you do not utilize these breaks and need to use the bathroom at another time, you will be asked to take the day off.
- **Break time:** from 10:45-11:05am wisely. You are a representation of the Color me Back Program while on break. Otherwise, you will remain onsite. You are not allowed to walk in and out of the studio without asking staff.
- **Music:** do not play music or keep headphones on during work hours. We play music every day.
- **Phone usage:** you are not allowed to be on the phone during work hours. If you must take an important phone call please notify staff.
- You agree to try you best to be kind and patient with everyone participating in Same Day work. Fighting/arguing of any kind is not tolerated.

Breaking any of these rules will result in you being asked to take a day off of work.

(Color Me Back) Same Day Work and Pay Program

Guidelines

This document is intended to clearly explain behaviors that are NOT acceptable for anyone participating in same day work opportunities. The *Agreements/Rules* document should be used together with these guidelines. We reserve the right to withhold payment to ANY of our participants who are in violation of any of our agreements. We also reaffirm our dedication to finding resources for people who are dealing with behavioral health issues and/or trauma.

Each participant is offered 4 days of work (Monday-Thursday). In the event that the program is closed for a scheduled holiday participants are made aware of the shortened work week prior to confirming to working. In the event of an unexpected emergency or weather related closure, participants will be notified and CMB will offer participants the opportunity to make up the missed work day(s).

Depending on the behavior participants may be asked to not come back the next day. We want to avoid not paying participants and paying participants to leave early.

Walk-off - a mandated day off from participating in programming

Behaviors - any behavior that is not in line with the rules of the program, any act which goes against the agreements (bringing drugs onsite, refusing to work, cursing at staff etc.) or causes harm to staff or participants

Consequences - the results of behaviors that are not in line with the rules of the program

Obligations - participant responsibilities that must be completed before being allowed to participate again

Behaviors	Consequence	Obligation
• Repeated yelling or cursing at staff or other participants • Refusal to work • Repeated bathroom use outside of bathroom schedule	• Participant may be paid and asked to leave early • 1 day walk-off, with contingency to add extra days for additional violations • Forfeit 15 min break	• Speak to program staff before being allowed to participate again
• Verbal threat of physical harm towards staff or other participants • Repeated refusal to work • Drug use or paraphernalia onsite	• **Participants will be paid and asked to leave early.** • **Participants will be told to not come back for the remaining work days that week** • 1 week walk-off	• Speak to program staff • Come up with a plan to try to prevent a walk-off from happening again
• Physical altercation between participant(s) • Theft from participant(s) or staff	• 2 week walk-off • **Participant will be paid, asked to not come back for the remaining work days that week and asked to leave early** • Police may be called	• Speak to program staff • Come up with a plan to try to prevent a walk-off from happening again
• Repeated violation of any of the program agreements • Repeated walk-offs • Repeated arguments with staff	• 2-4 day walk-off (at the discretion of staff)	• Speak to program staff • Come up with a plan to try to prevent a walk-off from happening again
• Physical altercation with staff including but not limited to Mural Arts, DBHIDS, CLIP, Scattergood and/or OHS staff	• Indeterminate - staff must discuss whether or not a participant should be allowed back • Police may be called	• Speak to program staff about getting a referral to mental/behavioral health provider for psych evaluation & other treatment options

Procedures for closing

The Color Me Back program (CMB) follows the City of Philadelphia's list of holidays and will be closed on the following days: (include list here***). CMB also follows the city procedures for emergency weather (**include phone number or website where updates can be found), and all other unexpected closures.

In the event that there is an event requiring us to close that is not related to the city, Mural Arts Porch Light Program Director, [name] and Chief Operating Officer, [name] share closure information with the Color Me Back Program Manager, [name]. The program manager is then responsible for communicating that information to program staff (MAP & DBH). The program assistant is then responsible for communicating this closure information to that week's participants.

In the event that there is an emergency with the program manager, the Porch Light Program Director will manage the payment process for that day(s).

Contacts

- [name], Mural Arts CMB Program Manager [email]
- [name], Mural Arts Porch Light Program Director [email]
- [name], Mural Arts CMB Program Lead Teaching Artist
- [name], Mural Arts CMB Program Assistant
- [name], DBHIDS Certified Peer Specialist Supervisor [email]
- [name], DBHIDS Certified Peer Specialist
- [name], DBHIDS Certified Peer Specialist

Appendix 7. Tech Impact Recommendations

Same Day Work and Pay Program Data Management Recommendations, June 2021

Data collection, processing and analysis have evolved over the life of Philadelphia's Work First program. The program has expanded and will continue to do so. Yet, monthly reporting and analysis tasks are largely conducted by one external consultant. As stakeholders look towards a future of further program expansion, following are some short- and long-term data management recommendations to aid in the goal of a more scalable, streamlined and accessible data process.

Short-term Recommendations (3 months)
These are recommendations that could be done over the next few months to make sure the process is streamlined within the current tools and environment.

- Standardization of the Program Participant Process
  - Payment logs
    - Identify how the program sites/providers are internally tracking payments made to workers program participants. If programs/providers are entering payments and have a payment log through Quickbooks, Excel or anything else, it would be more efficient to use that than images of sign-in sheets, for example.
  - Consider incorporating DOB, some part thereof (for example, just MM-DD) or some other identifier in addition to first and last name for program participants. As the program expands, it will likely serve different people with the same name and the current process assumes those with the same name are the same person.

- Document and Secure the Data Process
  - As much and as completely as possible, document the data collection, processing and updating steps so that it is not dependent on the knowledge and memory of one point person. Data sources should be kept in an accessible, organization-affiliated secure location and shared with key stakeholders as needed through secure links. All of the individuals who collect and contribute Work First data should be noted along with their piece of the data process. Data tools used for collection and analysis should held by organizations who manage and administer the data process.

- Take Steps to Consolidate Datasets and Automate Analysis
  - Data collection instruments have changed and evolved since the beginning of the Work First program.
  - Data processing steps at the end of the month now require separate, manual steps to tally responses to historic surveys and current surveys.
    - The process could be streamlined if investment was made in consolidating survey datasets where possible. Perhaps historic survey fields that are similar enough to current survey questions could be grouped with those current fields when processing or even mapped to current fields.
    - For example, is it possible to consolidate processing of whether a participant is a third or 8th (or 5th or 6th) time participant in the overall dataset, with a column that notes that? It seems that if a lookup to payment logs and determining how often a participant appears on those

logs is how that is determined, it might be possible to consolidate that in one place, with fewer pivot tables required for end of month processing.

- Piktochart is a beautiful visualization tool, but connecting data to it for visualization is a manual process.
  - Can some of the charts and graphs created in Piktochart be created first in an Excel dashboard, which would be updated as the dataset(s) are? This would provide a check to the end of month processing and allow for visibility of the data before end of month processing was complete, if needed.

Long-term Recommendations (6 months-1 year)

These are recommendations that could be completed over the next several months to a year and would most likely considerably streamline data management if Work First sites and programs expand.

- Undertake an assessment process for selecting tools to manage and visualize data so that the updating process is less manual, less person dependent and more accessible.
  - This assessment should also determine the organizational Work First data owner. There will need to be one organization which manages the tools, administers the licenses and is responsible for data aggregation across sites.

- Consider investing in a data analytics tool instead of or in addition to a visualization tool.
  - Piktochart creates really pleasing visualizations. However, the steps to get data into Piktochart visualizations is manual, and thus time consuming and prone to error.
  - Moreover, filtering features that allow data consumers to interact with data and filter on program sites or demographic groups of interest are not available in Piktochart.
  - Data analytics tools such as Microsoft's Power BI or Tableau [42] have strong visualization components, that though may not be as beautiful as Piktochart's, offer data processing, manipulation and dashboarding features that would save data processing time and provide a more interactive data experience for consumers.
  - With a data analytics tool, steps made each month to lookup from one dataset to another, pivot and filter data are completed once, and visualizations are updated according to those processing steps as datasets are added to over time.
  - The expense of data analytics tools is not necessarily the license costs, which can be limited with non-profit discounts available, but rather organizational time invested in setting up reports in new tools that may be unfamiliar.

- Consider investing in a tool to collect e-signatures and attendance in the field which would improve Work First program participation processing. If this were combined with collection of a Date of Birth for program participants, a deduplicated list of program participants by day and site could be managed less manually than it is today.

[42] Considerations for estimated costs: https://buy.tableau.com/; You'd want Tableau online licenses. You'd need at least 1 – 2 Creator licenses and perhaps a couple of Explorer licenses, too, just depends who's managing the data and licenses. Looks like that would be roughly $3200- 4000 year before non-profit discounts (which should be about 20%, though I haven't confirmed that in a while).

• https://www.microsoft.com/en-us/nonprofits/power-bi; You'd want Power BI Pro licenses, on top of regular O365 licenses (a lot of organizations already have O365). Microsoft license pricing depends a lot on type/size of non-profit, but E3 O365 licenses are generally $3 -5 per month per user. Once you have O365 licenses, Power BI Pro licenses are $3 per user per month.