



Photo by Wayne Richard

# Failing to Deliver: One-Stop Employment Centers

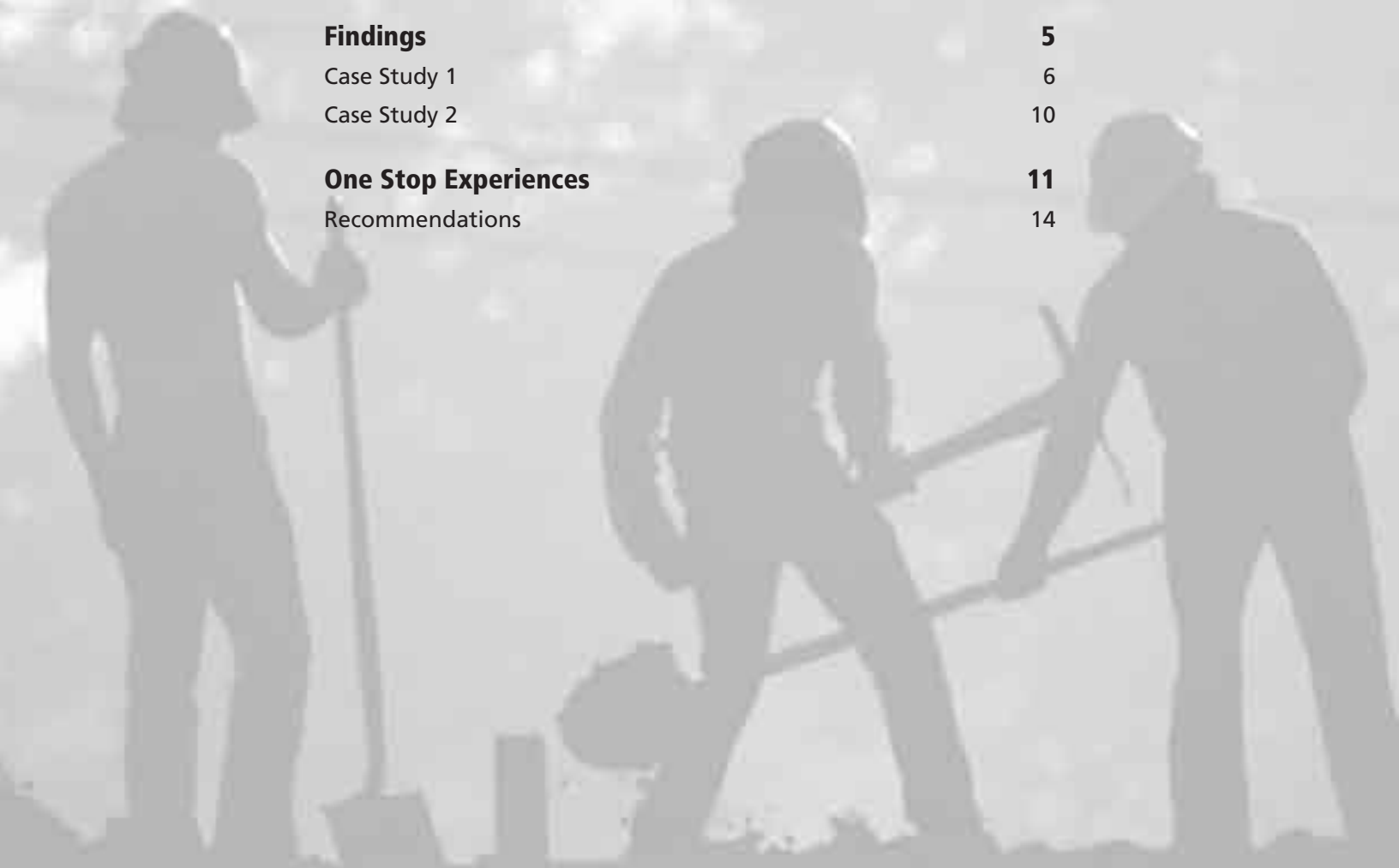


Chicago Coalition for the Homeless



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# Failing to Deliver: One-Stop Employment Centers

## Executive Summary

In 1999, the Chicago Coalition for the Homeless (CCH) started its Day Labor Organizing Project. The project grew from a survey of over five hundred interviews with homeless individuals, conducted in shelters during one evening. The results showed that many of those surveyed were employed, but three-fourths had day labor jobs. Eighty-two percent of these jobs had wages of \$5.50 or less, which were too insufficient to enable them to rent their own apartment. CCH worked from 1999 until 2002 on the abuses common to the day labor industry: no pay for overtime, transportation fees, and race, gender, and age discrimination. Day laborers continued to face homelessness because, ultimately, even under the best working environment, temporary work at low wages leaves workers in poverty.

While organizing in shelters with day laborers, CCH discovered that job seekers were seeking services at local Workforce Centers. Often referred to as One-Stop centers because of the concentrated services available in one place, the centers are supposed to be a resource to job seekers that provides career training and employment services to the unemployed and underemployed. Job seekers, particularly day laborers, sought services that would lead to permanent work at livable wages. As organizers from CCH continued to hear from One-Stop clients living in shelters, we found that many were being placed into temporary jobs with low-wages and their need for skills training was not being met.



The Chicago Coalition for the Homeless developed a test project to evaluate the effectiveness of the services at the One-Stop centers from January to July of 2004. The project shadowed 16 One-Stop participants as they navigated the system of services over a period of six months, as well as spoke to over 35 job seekers during that same period. To broaden the scope of our research, in August and September of 2004 CCH organized 30 volunteers from the community to survey participants at the One-Stop centers throughout the city. This report is the result of 170 interviews conducted during that time period.

Overall, the research revealed that respondents were not satisfied with the services they received through the One-Stop centers. Had respondents received the services they requested, they may have been able to achieve self-sufficiency through wage or skill increases. However, over half of respondents did not receive the services they requested. While many people reported that developing a career plan with a job developer was beneficial, only one-fifth of respondents had created one. Also, most respondents received job training (69 percent), but 45 percent of those individuals reported that job training was not geared toward job placement.

## VOICES OF JOB SEEKERS AND POLICY RECOMMENDATIONS

**Respondents were asked what changes in the One-Stop centers would be helpful to improving the services they need.**

### Recommendation 1:

Improve efforts to gear services at the One-Stop centers toward quality job placement. Job readiness and skill training programs should be focused on job placement in full-time, permanent employment with benefits.

### Recommendation 2:

MOWD should develop policies to improve the

promptness of the process of the One-Stop system while increasing the quality of services. MOWD should make appropriate changes based on the feedback of participants given their experiences and the suggested recommendations.

### Recommendation 3:

Further research should be conducted by the One-Stop employment centers to determine how to best serve populations with multiple barriers. Existing successful models that serve these populations can be replicated at the One-Stop centers.

## KEY FINDINGS

- 52 percent of respondents stated they did not receive the services they requested.
- 45 percent of the respondents who received job training did not think this service was geared toward job opportunities.
- Only one-fifth of respondents said a career developer helped them create a career plan. Of these individuals, nearly one-third were unable to realize their career plan due to a lack of full-time, permanent jobs or no education or training was available.
- The most requested service was assistance with job searches and job leads.
- 18 percent of respondents identified themselves as homeless within the last 12 months.
- The service/retail industry was the most common past employment experience of individuals surveyed.
- 45 percent of the respondents stated they were unsatisfied with the help they received from the One-Stop centers.



# Failing to Deliver: One-Stop Employment Centers

## INTRODUCTION

Staff and volunteers of the Chicago Coalition for the Homeless conducted 170 one-on-one interviews with individuals seeking services from One-Stop centers in August and September of 2004. The interviews were completed to assess the job seekers' experiences with the One-Stop employment centers. The data collected provides demographic information about the individuals interviewed, their interactions with the One-Stop centers, information regarding services requested and received, and their satisfaction with the One-Stop program.

## WORKFORCE INVESTMENT ACT OF 1998

The Workforce Investment Act of 1998 (WIA) was established to "consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs" for job seekers, workers and employers in the U.S. As part of Title I, the One-Stop employment centers were established to create a streamlined delivery system to provide access to training, vocational programs, and employment attainment. WIA funds designated to One-Stop services are administered through the Mayor's Office of Workforce Development (MOWD) in Chicago. The funds are subject to performance measures based on entry into unsubsidized employment, retention in unsubsidized employment six months after entry, and earnings received after six months of employment. Other measures are based on attainment of secondary school diploma or advanced training certification and licensure, if applicable.

## ONE-STOP EMPLOYMENT CENTERS

One-Stop employment centers provide workforce services to both job seekers and employers. Services include applying for unemployment insurance, career development, and employment services. WIA services are divided into three levels known as core, intensive and training. One-Stop centers provide universal access to core services in the self-service center with resources such as skill assessment, job listings, and computer access. Additional intensive services, such as career development and job training, and training services, such as on-the-job training and education programs, are available based upon individual need and eligibility. There are five full-service One-Stop centers in Chicago (known as Chicago Workforce Centers, affiliated with the statewide Illinois Employment and Training Center network) and over 30 satellite affiliates, which specialize in workforce development services for specific populations.

## WHY STUDY THE ONE-STOP CENTERS?

The specific concern of CCH is to ensure that low-income individuals and people experiencing homelessness are able to access and receive services at the One-Stop centers. These individuals are often plagued with multiple barriers to employment, including criminal backgrounds, limited education, and tenuous job experience, which may limit their employment prospects. One-Stop employment centers are designed to develop the workforce community and link employers to qualified employees. Job seekers hope to meet with career developers to create a tailored job search or to receive training services.

According to WIA guidelines, in order to receive intensive services, workers must receive at least one core service, which could include the initial assessment. If the adult is unemployed, he or she must also be unable to attain employment after receiving core services. If the adult is employed, a One-Stop operator must determine if he or she is in need of intensive services to obtain or retain employment that would lead to self-sufficiency. In order for a job seeker to attain training services, he or she must first receive one intensive service and a One-Stop operator must determine if he or she is in need of training services and has the skills and qualifications to successfully complete the selected training program. Because of these regulations, individuals may wait several months before receiving specified services, if at all. Many individuals cannot spend long periods of time waiting to be enrolled in intensive or training services. While the ultimate goal of the One-Stop center is to place individuals in self-sufficient employment, the number of job seekers who are actually placed in and retain employment is low.

According to the Mayor's Office of Workforce Development (MOWD), in 2002, approximately 100,000 people accessed the self-service resource centers or attended orientation programs. However, only about 5,500 job seekers participated in job-readiness, job search, and basic skills workshops at One-Stop centers and affiliate sites. Fewer than 2,800 individuals obtained jobs. While \$46.7 million dollars was dedicated for workforce development services in 2004, many individuals did not receive adequate services. While the One-Stop centers do provide core services, not all individuals are enrolled in the more intensive programs. The homeless leaders who participated in our initial study experienced difficulty accessing intensive services at the One-Stop centers. The Workforce Investment Act funds are allocated based on the performance measures of those individuals enrolled in the One-Stop system. While there is an incentive to enroll individuals who are expected to be successful, it appears there is a disincentive to enroll individuals with multiple barriers.

These surveys were conducted to determine where needs of clients are being met and where services are lacking. The survey enabled us to speak directly with people seeking jobs and listen to their needs and determine where the One-Stop centers are successful and where they can improve on services. Findings of this study reveal gaps in services and may provide strategies to address the specific needs of job seekers.

## **METHODOLOGY**

In August and September of 2004 staff and volunteers of the Chicago Coalition for the Homeless conducted one-on-one surveys with 170 persons who were frequenting the five One-Stop centers in Chicago. The surveys were conducted by volunteers and staff who had received extensive training on survey procedures.

Each survey took approximately 10 to 20 minutes to complete. The participants received no compensation or benefits for participating. Prior to agreeing to be surveyed, they were read a statement informing them of the voluntary nature of this survey and that the information recorded could not be traced back to them specifically.

Participants were those individuals present when the surveys were administered in August and September of 2004. This sample does not represent all persons utilizing One-Stop services in Chicago nor is it a random sample. However, we believe the collective results present a reliable picture of some of the experiences of those who utilize the services at the One-Stop centers in Chicago. Although great effort was made to ensure high validity of the survey through its administration by trained volunteers and staff, the possibility still exists that some questions were interpreted differently by some participants.

Surveyors included Chicago Coalition for the Homeless staff, college students, staff of social service agencies, community activists and people who had also utilized One-Stop centers in the past.



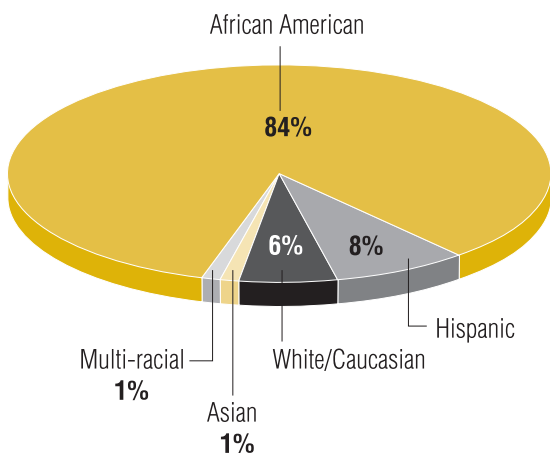
# Findings

## DEMOGRAPHICS

### RACE

- The vast majority of persons surveyed, 84.4 percent, were African American. Eight percent of persons self-identified as Hispanic; Six percent White or Caucasian; 1.3 percent Asian; and 0.6 percent identified as multi-racial.

RACIAL MAKEUP

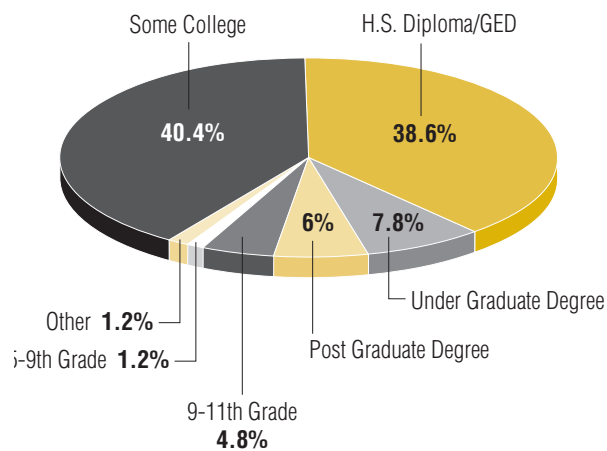


## THE "TYPICAL" ONE-STOP VISITOR

- The 170 surveys indicate that the typical One-Stop job seeker surveyed is African American and is unemployed.
- This person has two children or dependents and has their high school diploma and some college credit. This person is legally allowed to work in the United States, but was unemployed at the time of the survey. This person does not have a criminal record.
- This person rents their own apartment. Their most recent job was in the service/retail industry with an average earning wage of approximately \$9.00 an hour.
- The typical One-Stop visitor considered the One-Stop center as helpful, but they had yet to obtain a job through a One-Stop center.
- In their experience with the One-Stop system, the typical respondent did not have a career plan created with them by a case manager nor did they receive the services they requested.



## EDUCATION LEVEL



## AGE

- The individuals surveyed reported being as young as 17 and as old as 63. The median age of those interviewed is 36 and the average age is 34. Twenty percent of the sample were youth between the ages 17 and 24.

## EDUCATION

- Thirty-eight percent of those surveyed had a high school diploma or GED certificate. Forty percent of those surveyed had completed some college with only eight percent having achieved a college degree.

## Jeffrey Newton, One-Stop Job Seeker

I went to the One-Stop because I needed to find work that paid enough to get an apartment. I was living in the shelter. My last job was in a restaurant busing tables. At 40 hours (a week), even then I could only afford a "room" in a boarding house. When they cut my hours, I knew I had to do better or end up on the street. Well, I ended up on the streets anyway. Unemployed and in the shelter, I heard about the One-Stop, which is also the same place to file unemployment. I went, hoping that the center could help me find work that would pay a rent. I signed up, took the test, passed with a good grade. They then told me to come back three weeks later and meet my counselor. Three weeks was a lifetime. I was to bring back vital information.

I wanted to go to school for training, which I heard was a choice at these centers. When I asked for that service I was told that unless I could produce a birth certificate from my place of birth (Boulder, CO) with the original letter and envelope it came in, I could forget about school. And even



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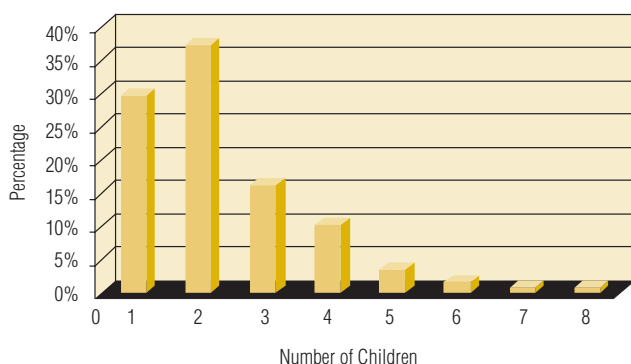
if I produced that, I must still get a job first in order to enroll in the training program. So, they gave me a "members" card that would allow me to use the phone or computer room at any One-Stop so I could look for a job first. The jobs I saw listed at the One-Stop that I was qualified for were just like the ones I'd had: low-wage and dead end. I don't feel like they wanted to enroll me in a class or school so I could get a better paying job.



## CHILDREN AND DEPENDENTS

■ 118 respondents, or 69 percent of those interviewed reported having children. The median number of children is two and the average 2.4. Thirty percent of those surveyed had one child; thirty-seven percent of those surveyed had two children.

### PERCENTAGE OF NUMBER OF CHILDREN

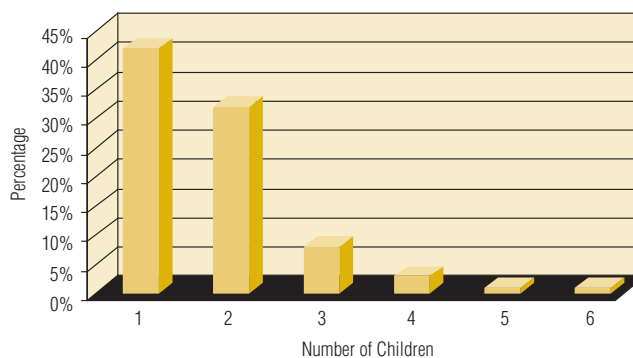


Number of Children	Frequency	Percent
1	35	29.7
2	44	37.3
3	19	16.1
4	12	10.2
5	4	3.4
6	2	1.7
8	1	.8
9	1	.8

■ 87 respondents, or 51 percent of those interviewed claimed to have dependents under the age of 18. The median number of dependents under age 18 is two. Forty-eight percent of respondents had one dependent and 37 percent had two.

Number of dependents under age 18	Frequency	Percent
1	42	48.3
2	32	36.8
3	8	9.2
4	3	3.4
5	1	1.1
8	1	1.1

### FREQUENCY OF DEPENDENTS





## IMMIGRATION STATUS

- Ninety-nine percent of those interviewed said they were legally authorized to work in the United States. [Note: Some respondents may have been reluctant to admit unlawful immigrant status.]

## PAST CRIMINAL HISTORY

- Only 16 percent of respondents said they had a felony arrest or conviction on their record. Thirteen percent of respondents said they had a misdemeanor arrest or conviction on their record.

## HOUSING

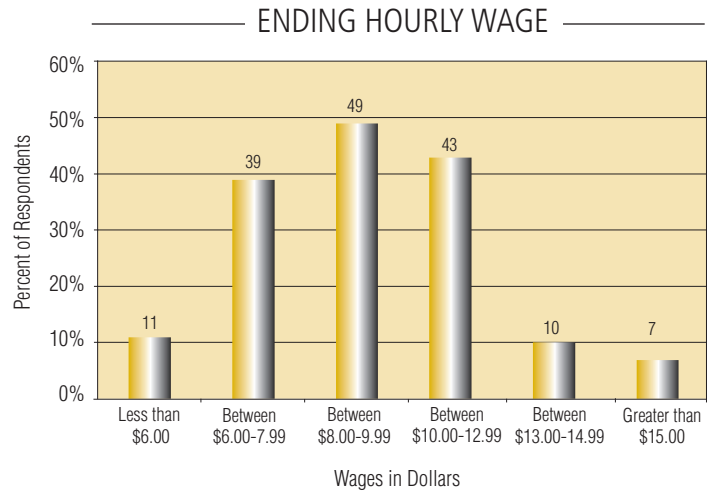
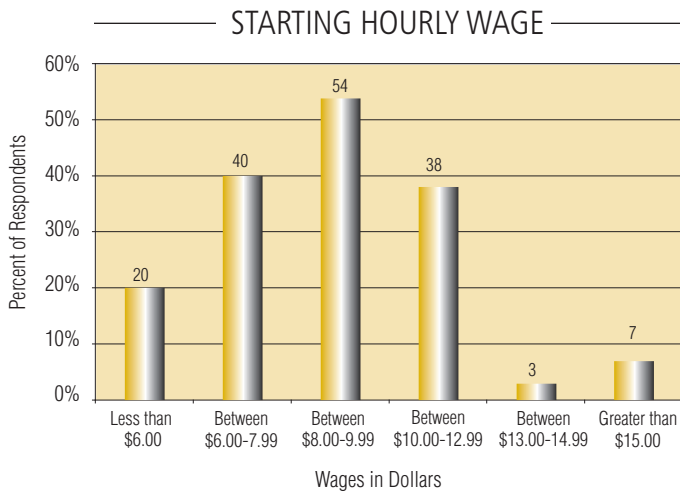
- Seven percent identified themselves as being homeless at the time of the survey. Eighteen percent of all people surveyed reported being homeless within the past twelve months.
- Of those currently housed, almost half of the people surveyed rented their own apartment (45 percent). An almost equally large number of people (40 percent) indicated that they lived either in the home of a family member or friend.

### HOUSING STATUS

#### Respondents Were Asked To Describe Their Living Situations:

The majority of those who responded to this question reported living with a family member. Notably, nearly one-third of those reported living with their mother. Only a few people indicated that they are living with their children, despite a majority of survey respondents who reported having children. The remaining quarter of respondents are living with friends, alone, or with roommates. Some people reported they could not afford a home. Others described their housing as overcrowded, subsidized housing or costing more than 30% of their income.

## STARTING AND ENDING WAGES OF PAST EMPLOYMENT



## EMPLOYMENT

### Current Employment Status

- 84 percent of those surveyed were unemployed. Less than three percent had full-time permanent jobs and three percent claimed to currently work at Day Labor Agencies. More than half of those employed at the time of the survey earned less than \$9 an hour, with the typical person earning between \$5.50 and \$6.50 an hour.
- Of those indicating that they currently worked Day Labor, the reasons cited most were the lack of other kinds of work and the hope that the Day Labor assignment would lead to permanent work.

### Past Employment Status

Respondents were asked questions about their previous employment.

- The average starting wage for survey respondents' previous job was \$8.84 and the average ending wage was \$9.55.





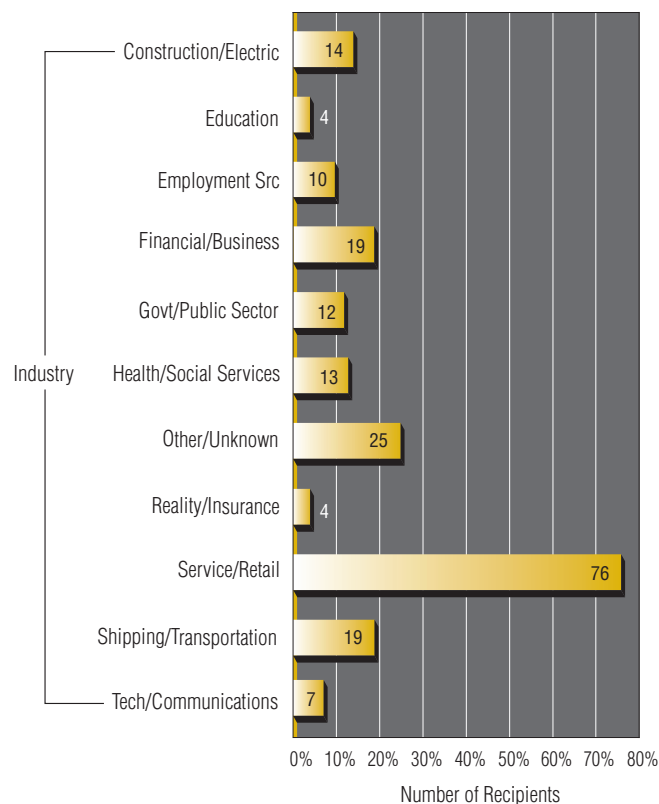
## Daryl Campbell, One-Stop Job Seeker

When I went to the One Stop Center, I was in need of affordable permanent housing and I needed a job in order to maintain myself in that housing. I went to the One-Stop to see what was possible, if they could help me. It's not easy to find a job if you are a little older like me and you have a criminal record like I do, but they said they could help me anyway. I took a test and brought in the right ID and was told to come back again so that I could go to "training". That was just what I wanted and had asked to get, but it ended up not being the training I was expecting or needed. It was training on how to interview and handle stress on the job, stuff like that. I needed that as well, but without real skills training, I had nothing to sell someone in an interview. The caseworker I was assigned seemed to try to talk me out of trying to get skills training. Instead he wanted to help me just get any old job. My case manager didn't try hard enough to work with me. Sometimes he made appointments to see me but was not there when I showed up. I did get job leads from him for janitorial positions, but those didn't pay enough wages to get and keep an apartment. When you have a record and haven't had a job in a while, you need real skills training to be able to succeed in finding a job that pays enough to pay rent.

- Of the people interviewed, 37.4 percent reported their last employment was in the service/retail industry, which was the largest category reported.

Industry	Percentage	Frequency
Construction/Electric	6.9%	14
Education	2.0%	4
Employment Services	4.9%	10
Financial/Business	9.4%	19
Govt/Public Sector	5.9%	12
Health/Social Services	6.4%	13
Other/Unknown	12.3%	25
Realty/Insurance	2.0%	4
Service/Retail	37.4%	76
Shipping/Transportation	9.4%	19
Tech/Communications	3.4%	7

## NUMBER OF JOBS BY INDUSTRY







# One-Stop Experiences

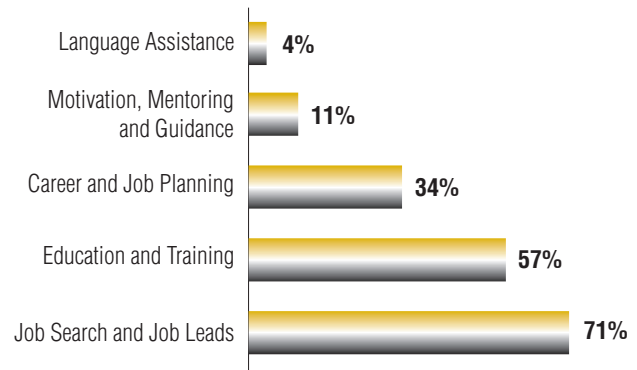
SERVICES REQUESTED v. SERVICES RECEIVED

## SERVICES REQUESTED

Respondents were asked what services would help them:

- 71 percent needed assistance with job searches or leads for jobs
- 57 percent needed education and training
- 34 percent needed career and job planning
- 11 percent needed motivation, mentoring or guidance
- 4 percent needed language assistance
- 52 percent of those surveyed stated that they did not receive the services that they requested from the One-Stop employment center that they went to.
- Only eight respondents, or five percent of those surveyed stated that they had ever received a job through a One-Stop center. [NOTE: This may not accurately depict the success of One-Stop centers in job placement since many of those surveyed were still seeking services to gain employment.]

## SERVICES REQUESTED BY JOB SEEKERS AT ONE-STOP EMPLOYMENT CENTERS



## SERVICES RECEIVED

### Job Training

- For the purposes of this report, job training refers to “short-term prevocational services” as defined by WIA. These services include: “development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct.”
- Sixty-nine percent of respondents surveyed stated they received job training through the One-Stop employment service centers. Fifty-five percent of those said that this training allowed them job opportunities they otherwise would not have. Forty-five percent did not think that this service is geared towards job opportunities.

## RESPONDENTS’ SATISFACTION

Over half of the job seekers surveyed in our report did not receive the services they requested. The most requested service at the One-Stop centers was assistance with job searches or job leads. Respondents stated they did not receive services because they felt there were not any jobs. This may mean that there were simply not jobs available or respondents were not being placed in the available jobs. Respondents also stated that they had to wait long periods of time for services. Fifteen percent of individuals waited over six months to receive the services they requested.

A large majority of job seekers did receive job training. Half of the individuals who received job training felt it provided opportunities they otherwise would not have had. Despite this, another half of individuals who received job training did not feel these services were geared toward job placement. Only one-fifth of individuals had satisfactory career plans created with them by case managers. Individuals whose career plans were not yet realized explained that limited job options, including only the availability of dead-end, part-time, and short-term jobs, served as barriers.

### Career Plan

For the purposes of this report, a career plan refers to an “individualized employment plan”, as defined by WIA. This plan is designed to “identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.”

- The data suggests that the majority of persons that sought One-Stop services did not create a career plan with the assistance of a case worker or job developer. However, those who did were satisfied by the elements of the plan and by its progress towards realization. Only one-fifth (22 percent) of respondents stated that they created a career plan with the assistance of a case worker or job developer at a One-Stop center. Of these individuals, nearly one-third (29 percent) had not been able to complete the goals of their plan.
- Those who had a career plan created said it provided opportunities for skill development, educational improvements, increased earning potential, and for upward mobility.

### Respondents were also asked to state barriers to their career plan being realized. Barriers included:

- No full-time permanent work available
- Only got dead-end jobs
- Only day labor work available
- No education or training components available

### Barriers to Service

Respondents were asked what the barriers to receiving services were from the One-Stop centers if in fact they did not receive the services they requested. In the order reported, these were the most common barriers:

- No jobs were available for them
- The process took too long
- There was little or ineffective case management at the One-Stop they went to
- The One-Stop did not provide the services that they needed
- Training was not offered to them



## NEED FOR IMPROVEMENTS

Respondents were asked what changes in the One-Stop centers would be helpful for improving the services they receive. Overwhelmingly, the need for better job options and more job leads were the first priorities. Overall, the One-Stop process was criticized for providing poor service and inadequate training. Respondents felt that quicker service and quicker job placement paired with more time spent working with staff one-on-one would be most efficient. Individuals also stated that enrolling in educational services was a difficult process due to an unrealistic length of time for the program and eligibility requirements. Some people in the sample expressed a lack of respect for their time and felt staff were insensitive to their needs and concerns. Respondents suggested improvements including job training geared toward available jobs, higher wage jobs, an emphasis on career planning, and opportunities and services specific to individuals with multiple barriers to employment.

## SATISFACTION WITH ONE-STOP CENTERS

- Respondents were asked the question “Overall, did the One-Stop help you?” Fifty-five percent stated that it did. A little under half of respondents did not think that the one-stop employment centers helped them.

### Duration of Time to Receive Services

- The results indicate that those who do receive services that they request (48 percent of those surveyed), generally receive them within two months. Fifteen percent of those surveyed had to wait over 6 months to receive services they requested; of those, four percent had to wait over one year.

Duration	Frequency	Percent
0-2 months	55	71.4
2-4 months	9	11.7
4-6 months	2	2.6
6 months - 1 year	8	10.4
1 year or more	3	3.9

## RESPONDENTS’ SUGGESTIONS FOR IMPROVEMENT

- Better job options
- More job leads
- Quicker service and job placement
- More time one-on-one with staff
- Job training geared toward job placements
- Higher wage jobs
- Emphasis on career planning
- Opportunities and services to individuals with multiple barriers





## VOICES OF JOB SEEKERS AND RECOMMENDATIONS:

The goal of the One-Stop employment system is to assist individuals in obtaining employment. Federal and local dollars are going toward realizing this goal. In times of limited job growth and economic opportunity, it is imperative to ensure that these resources are spent efficiently and effectively. Our results indicate individuals frequenting One-Stop centers are not receiving the services they are requesting. The primary service requests are for job training, career planning and education services which are intended to enable individuals to secure high quality, permanent jobs. Tailoring services at the One-Stop centers to meet the service requests of each person would help move people out of the system quicker and decrease the likelihood of return. Although our sample is not representative, as it reflects the views of 170 individuals at one point in time, we can glean some valuable information regarding where further research is needed and inform efforts for improving the One-Stop system.

Respondents were asked what changes in the One-Stop centers would be helpful to improving the services they need.



## Recommendation 1: Services geared toward Job Placement

*“Job training should be geared toward job placements and where the openings are.”*

Not having the technical skills necessary to obtain a job in available markets creates additional challenges to employment. While the majority of survey respondents did receive job training, a little less than half of those people felt this training was not beneficial to the employment opportunities available. When asked what services would benefit them, 71 percent of respondents stated they needed assistance with job searches and job leads as their first priority. Over half reported they needed education and job training services. In addition, 52 percent of respondents stated they did not receive the services they requested from the One-Stop centers. Many job seekers explained that the training was focused on job readiness as opposed to the skill development they wanted and needed.

Respondents also expressed concerns that the job leads were for low-paying jobs without benefits. Placing job seekers in low-wage, temporary jobs only perpetuates the cycle of poverty and unemployment. Even if individuals obtain temporary jobs, skill development should be the ultimate goal to ensure greater opportunities in high-quality jobs.

### RECOMMENDATION:

Improve efforts to gear services at the One-Stop centers toward quality job placement. Job readiness and skill training programs should be focused on job placement in full-time, permanent employment with benefits.

## Recommendation 2: Improved Services Delivery

*“The process overall needs to be more efficient”*

*“I need more help than I get from the resource room”*

**Respondents expressed concern regarding the general process at the One-Stop centers. Although considerable focus has been on job readiness and universal core services, the majority of survey respondents stated their greatest need was for job placement services focused on tangible career goals. Respondents reported that the wait for services was too lengthy.**

According to WIA guidelines, when a participant walks into a One-Stop center, he or she should be able to access core resources to enable him or her to get a job at his or her current skill level. Should a participant not access a job at his or her current skill level, he or she is encouraged to seek assistance from One-Stop center staff to develop career goals and access more intensive services. According to MOWD, “services are provided in a ‘triage’ model in which job seekers are encouraged to utilize universal self-accessed services (core) first and only move into more intensive levels of service such as case management or possibly training when they have not successfully secured employment through the lower level of service.”

A little under half of respondents (45 percent) did not think that the One-Stop employment centers helped them. Respondents also indicated they wanted intensive services first in order to prepare for and obtain higher quality jobs with higher wages. Fifty-seven percent stated education and training would help them and 34 percent stated they needed career and job planning. Some respondents stated that they wanted more in-depth assistance and one-on-one time with career developers. Only one-fourth of the respondents in the survey had a career plan created for them by a case worker.



This limited research indicates that a considerable number of participants are unsatisfied with the quality of services they received through the One-Stop delivery system. In addition, respondents reported experiencing difficulty navigating the One Stop system. MOWD should ensure the One-Stop centers are providing services that efficiently meet the needs of job seekers.

The length of time participants must wait for services is another area of concern that warrants further study. Fifteen percent of respondents had to wait over six months to receive services. For homeless and low-income individuals, challenges to receive services are only exaggerated by a lengthy employment and training process. The length of time a person is out-of-work and does not incur income can put them at-risk of becoming homeless or exacerbate their situation if they are already experiencing homelessness.

### RECOMMENDATION:

MOWD should develop policies to improve the promptness of the process of the One-Stop system while increasing the quality of services. MOWD should make appropriate changes based on the feedback of participants given their experiences and the suggested recommendations.

### Recommendation 3: Address multiple barriers to employment

*“They should be more sensitive to people with extra needs.”*

The majority of people surveyed reported living in stable housing and having adequate education and employment histories. The results of this survey indicate that even participants without multiple barriers faced challenges in obtaining needed services at the One-Stop centers. These inefficiencies need to be addressed. In addition, action needs to be taken toward assisting individuals with multiple barriers so that they are also served adequately. Many respondents stated several challenges that serve as barriers to employment. These included ex-offender status, limited education, gaps in work experience, transportation concerns, lack of permanent address, and limited English proficiency. MOWD should give specific attention to these concrete barriers and access resources to address the inefficiencies in serving these populations.

MOWD should conduct further research to determine how to best serve populations with multiple barriers. While some of the satellite affiliates are successful at addressing special needs, MOWD should consider expanding their programs into the main One-Stop centers to reach the needs of these populations.

#### RECOMMENDATION:

Further research should be conducted by the One-Stop employment centers to determine how to best serve populations with multiple barriers. Existing successful models that serve these populations can be replicated at the One-Stop centers.



# Acknowledgements

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The Mayor's Office of Workforce Development

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