

Final Report for the

My Door Pilot

Funded by United Way of New York City



Authors and Acknowledgments

Authors: Seedco is a national nonprofit organization that advances economic opportunity for people, businesses, and communities in need. Seedco fosters economic development through workforce development, work and family supports, and community finance and small business services. Seedco's Consulting and Technical Assistance Division collaborates with staff across its programs to build on their expertise in program implementation and partnership management. Its consulting clients include federal, state and local governments, funders, and nonprofit agencies. This evaluation was written by Lindsay Hoffman, Daniel Browne, Angela Aloia, Shannon Ghadiri, Miriam Schiffer, and Xiaoxi Tu, with guidance from Natasha Lifton.

Acknowledgements: This evaluation was funded by United Way of New York City. We would like to thank Marlon Williams for his enthusiasm for this project, ideas, and thoughtful feedback. This report would not have been possible without United Way of New York City's commitment to innovative programming and learning from its pilots.

We are also grateful to Catherine Shugrue dos Santos, Beth Silverman-Yam, Laurel Eisner, Josephine Lew, and Johanna Torres for their assistance with this report, in particular the information they shared about the My Door program model, its history, development, and implementation, and client stories. These individuals were instrumental in the development and implementation of the My Door pilot and their input undoubtedly strengthened this report.

In addition, we greatly appreciate the assistance we received from the New York City Human Resources Administration Office of Domestic Violence and Emergency Intervention Services (ODVEIS). In particular Cecile Noel, Tracey Thorne, and Nereida Ortega were invaluable in providing information regarding the agency's collaboration on the My Door pilot.

We would also like to thank Carol Corden, Yuly Rodriguez, Beth Silverman-Yam, and Tracy Perrizo for their insightful commentary on the history of after-care services in New York City and the initiatives taken by Mayor Bloomberg and the NYC Task Force on Domestic Violence and Permanent Housing.

Domestic violence program staff across the country also generously shared their time and insights with us. In particular, we would like to thank Evelyn Rivera Beaudreault of Elizabeth Stone House and Cara Good of the YWCA of Greater Cincinnati House of Peace Shelter for sharing their programs' philosophies and methods of implementing services for domestic violence survivors outside the shelter system.

The My Door pilot program was designed, launched, and funded by United Way of New York City, in partnership with the Office of the Deputy Mayor for Health and Human Services and the New York City Human Resources Administration. Funding for the My Door pilot was generously provided by the Liz Claiborne Foundation, the van Ameringen Foundation, the Viola W. Bernard Foundation, The Norinchukin Foundation, and the United Way Regional Community Impact Committee.

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Executive Summary

A. Introduction

In early 2008, United Way of New York City (UWNYC), in partnership with the New York City Office of the Deputy Mayor for Health and Human Services (HHS) and the New York City Human Resources Administration (HRA), launched a two-year demonstration project designed to provide a comprehensive approach for promoting housing stability, economic independence, and safety of families exiting the domestic violence shelter system operated by HRA. The pilot program was titled My Door.

Survivors of domestic violence face significant barriers to economic stability and self-sufficiency, including mental health issues, lack of child support, safety concerns, self-efficacy doubts, economic disadvantages, and lack of social support. In the face of these complex barriers, domestic violence survivors often need additional assistance once they move from shelter into independent housing. The provision of post-shelter “after-care services” is a critical approach to ease the transition and ensure long-term stability for these survivors and their families.

The My Door Program was a public/private collaboration that aimed to formalize the provision of after-care services by combining a housing subsidy with intensive services for a two-year period to domestic violence survivors exiting shelter. The goal was to help clients to achieve living-wage job placements and job retention as a means of promoting long-term economic sustainability, housing permanence, and safety for domestic violence survivors exiting shelter. Job readiness training and job placement services were to be provided to domestic violence survivors along with intensive clinical and social services to reduce domestic violence barriers that might adversely affect job placement and retention.

My Door was designed through a planning process conducted from January 2008 through August 2008 and began serving clients in September 2008. Sanctuary for Families, a New York City nonprofit that provides services to domestic violence survivors, was selected through an RFP process to be the direct service provider for My Door. Seedco, a New York City-based national nonprofit organization with substantial expertise in workforce program development and performance measurement, was contracted to provide performance measurement assistance. This report, produced by Seedco, documents outcomes achieved by the pilot program from September 2008 through August 2010 and seeks to inform potential citywide expansion of after-care services (services provided to those exiting the shelter system).

B. Objectives and Goals

My Door was designed to demonstrate that the combination of a housing subsidy and two years of access to case management, employment services, and relevant social and clinical supports could equip women exiting shelter with the tools necessary to achieve housing permanence, safety, and long-term economic independence. Specifically, the objectives of the My Door pilot program were to help a cohort of individuals that were leaving domestic violence shelter to achieve the following:

1. **Remain stably housed during the 24 months following shelter exit** by helping clients:
 - Meet the mandates of their housing subsidy program (including Advantage, Section 8, or NYCHA subsidies).
 - Handle other potential causes of eviction (e.g., landlord negligence or harassment) or relocate to permanent housing should apartment conditions force such a move.
2. **Sustain family safety and stability during the 24 months following shelter exit** by helping clients:
 - Avoid placement of their children in foster care.
 - Create and maintain concrete strategies that successfully prevent further batterer-related violence to themselves and their children.
 - Participate in clinical treatment and support the participation of their children in clinical treatment, as appropriate, to address the potentially derailing after-effects of trauma on their own employability and on their children's development, behavior, and school attendance and progress.
3. **Stay safely and stably housed after the conclusion of the 24-month grant period** by ensuring clients obtain:
 - Job readiness training, employment-related services, and access to quality job opportunities.
 - A job permitting payment of market rent as well as other basic family living expenses at the end of the 24-month period.
 - Access to core work supports required to remain successfully employed and economically self-sufficient in the long run (e.g. child care).
 - A new lease in the same or comparable housing.
 - Assistance developing a realistic plan for managing a post-subsidy housing budget.

C. Outcomes

In summary, the My Door program's 146 enrolled clients achieved the following outcomes:

1. **Housing stability during program period**
 - 143 clients (98%) retaining housing stability (i.e. did not enter domestic violence shelter or emergency homeless shelter) throughout length of program.
2. **Family stability during program period**
 - 145 clients (99%) achieved family stability (i.e. maintained custody of their children) throughout length of program.
3. **Economic stability during and beyond the program period**
 - 135 clients (92%) engaged in job readiness training.
 - 59 clients (40%) engaged in hard skills training, such as administrative, entrepreneurial, and health care skills training.

- 65 clients (45%) were employed during the program, having gained a job either before enrollment or during the course of My Door services.
- 51 clients (40%) retained employment for more than three months (consecutive and non-consecutive).
- Three clients (two percent) achieved living wage and were confident of their ability to pay for their own permanent housing without a housing subsidy after the end of the two-year pilot.
- The average weekly income from employment by end of the program for employed clients was \$279, or approximately \$1,200 per month.

While the My Door program was able to help clients make progress towards economic stability and improvements in employment prospects, the difficult economic environment produced by the severe recession in 2008-09 made long-term economic stability for this population very difficult to achieve. Forty-eight percent of My Door clients (51 out of 106 enrollees who responded at enrollment) faced the barrier of having limited or no work experience. Not only did My Door clients have to overcome their existing barriers to employment but also the additional challenge, presented by the spike in unemployment that began in the fall of 2008, of competing with a much larger pool of job applicants, some of whom had more professional experience, additional job training, and higher skill levels.

D. Findings and Recommendations

In addition to the outcomes detailed above, an assessment of the My Door pilot program highlights a number of key lessons about the operation and delivery of effective services to this fragile population.

1. Outreach and Recruitment

- **Improve the referral process:** Staff at domestic violence shelters often face significant workloads, forcing them to focus on pressing daily issues, leaving little time to think about after-care services. To help shelter staff more easily refer appropriate candidates before they leave shelter, My Door developed an abbreviated referral process. In addition, requiring shelter staff to inform all eligible clients of the domestic violence after-care program would improve referral rates and ensure that eligible individuals are not overlooked.
- **Engage clients as early as possible:** Once My Door staff began to visit shelters and directly advertise My Door services to potential participants, referrals and enrollment increased. By engaging with clients early in the process, My Door program staff were often able to help them avoid problems typical of the transition from shelter to independent housing. Several My Door clients were referred to the program by shelter staff after having been discharged when they were facing a crisis situation. The pilot revealed that such situations can be mitigated if clients work on a service plan with after-care program staff as early as possible.
- **Dedicate staff specifically to recruitment:** It was typical for My Door program staff to juggle several roles. They provided a variety of services for clients, including case management, public benefits advocacy, job readiness training, financial literacy counseling, housing advocacy, and mental health counseling. By relieving case management staff of the tasks related to

recruitment, they would be better able to serve current clients. It would also allow recruitment staff to undertake a more comprehensive and systematic outreach plan.

2. Program Operations

- **Provide additional operational support:** Discussions with staff revealed their exhaustion by the end of the pilot period due primarily to high caseloads. They suggested that it would have been beneficial for the program to have a Director to manage relationships with HRA and DHS, as well as a Program Manager to oversee the day-to-day activities of the staff. The program would also have benefited from improved screening tools to identify client needs and appropriate services at the point of intake, as well as clear communication guidelines for follow-up to articulate, for example, when follow up should occur and when a case should be closed.
- **Divide responsibilities:** My Door's primary case managers (the Economic Empowerment Specialists) provided more than 2,000 instances of service to help clients address public assistance and housing issues. While these services were necessary to help clients maintain stability, they were not part of the role of the Specialist as originally defined. If Specialists had not been responsible for benefits advocacy, they would have been able to focus more directly on employment-related outcomes. An evaluation of outcomes and collection of feedback from staff and stakeholders indicate that staffing for such a program should be modified to include the following specialized positions:
 - A Job Developer to develop relationships with employers and cultivate job opportunities.
 - A Benefits and Housing Advocate to manage the advocacy services that My Door clients required.
 - An Outreach Coordinator to ensure that shelter staff effectively target and recruit appropriate clients.

The addition of these positions would ensure that the Specialists could focus solely on economic empowerment coaching, appropriate referrals and follow-up, and personalized service delivery for clients. Additionally, employment outcomes would likely improve with this focus on targeted services.

- **Locate services in home communities:** Engaging domestic violence survivors before they left shelter resulted in higher enrollment and increased engagement in My Door services. However, the majority of services were provided at the Sanctuary for Families main office. This resulted in many services being conducted over the phone, and clients tended to engage primarily during times of crisis. Service delivery could be further enhanced by establishing several fully functional satellite offices located throughout the city to provide services either in or close to clients' home communities. This would ensure higher levels of direct service provision such as career planning and budget counseling.

- **Provide services for those with criminal convictions:** Three clients had involvement with the criminal justice system. Most of the workforce development programs that have the relationships and skills to address this barrier to employment are focused on helping males; however, workforce programs with primarily male participants are often inappropriate for domestic violence survivors. Targeted workforce development services for females with criminal convictions would have been helpful in these cases.
- **Make services available for at least two full years for all clients:** One variable that was positively correlated with employment outcomes was the length of enrollment in My Door. Clients who did not find employment were more likely to have been enrolled in the program for a shorter period of time. This was primarily the result of enrolling in My Door close to the end of the two-year pilot, indicating that clients who are willing and able to receive services for a full two years are more likely to attain and maintain employment. It is unclear, however, if even a full two years is sufficient for women facing such complex barriers to self-sufficiency. A longer-term perspective may be needed to better understand the effectiveness of programs working to encourage employment and self-sufficiency among domestic violence victims.¹
- **Improve recording of outcomes:** It would have been useful to place more emphasis on recording a wide range of outcomes, not just those related to employment and housing. There were many positive outcomes that occurred as a result of the My Door interventions, such as helping clients resolve problems related to their public assistance cases and problems related to their public assistance cases and housing. However, these outcomes were not recorded because of the emphasis on employment.

3. Systemic Recommendations

- **Compensate for changes to DV Advantage:** Effective August 1, 2010, DHS made significant changes to the Advantage Program.² Going forward, domestic violence survivors leaving shelter will be required to work at least 20 hours per week and also engage in 15 hours of work-related, HRA-approved activity each week to qualify for the standard Work Advantage subsidy.³ In terms of rent contributions, the changes require tenants to pay 30% of their income towards rent in the first year.⁴ Due to their unique experiences and needs, some domestic violence survivors can find it challenging to meet all these requirements. Without the special allowances made under the original DV Advantage program—including a six-month extension to secure employment after obtaining housing—some survivors will likely have much more difficulty achieving housing stability, reduced opportunity to engage in counseling and workforce development activities, and—in the worst-case scenario—little choice but to return to their batterer or the City homeless system. HRA should allocate additional resources to the

¹ As cited in Riger, S., & Staggs, S.L. (2004). Welfare reform, domestic violence, and employment: what do we know and what do we need to know? *Violence Against Women*, 10(9), 961-990.

² http://www.nyc.gov/html/dhs/html/rent/advntNY_about.shtml

³ Briefing Paper of the Legislative Division, Committee on General Welfare, April 15, 2010, p. 5.

⁴ http://www.newdestinyhousing.org/housinglink_online/AdvantageNY.htm

ADVENT program, HRA-supported nonresidential programs, and any potential successors to My Door in anticipation of an increased need for intensive services related to employment, housing, financial stability, and counseling.

- **Extend ADVENT designation to all domestic violence survivors on public assistance leaving the shelter system:** Like DV Advantage, ADVENT was instituted in recognition of DV survivors' unique challenges and concerns, allowing them to access services critical to their long-term well-being while complying with public assistance work requirements after they leave the shelter. Access to ADVENT could help survivors leaving the shelter system navigate the public assistance system and receive the counseling and employment assistance they need without violating work requirements. Therefore, HRA should ensure that all interested and eligible domestic violence survivors leaving shelter have access to ADVENT in the future.
- **Improve coordination between HRA and DHS concerning Advantage subsidy rent payments:** Approximately ten percent of My Door clients experienced a lapse in rent payments as a result of Advantage subsidy administrative errors, a situation that resulted in petitions of nonpayment and threat of eviction. In most cases, these errors occurred after the third month of the lease, when responsibility for payment to landlords shifts from HRA to DHS. My Door staff advocated with HRA and DHS on behalf each affected client and successfully resolved the payment disputes in each case. Improving coordination between voucher payment mechanisms would help remove a stressful barrier to housing stability and free up time for domestic violence survivors and program staff to focus on employment and financial stability services.
- **Improve monitoring and regulation of landlords participating in the Work Advantage housing subsidy program:** Several My Door clients faced difficulties with their landlords, such as harassment and the imposition of "side-deal leases," requiring clients to pay extra cash to the landlord to retain the apartment. Such obstacles can be devastating to a domestic violence survivor attempting to establish financial and housing stability. While HRA actively advises domestic violence survivors who participate in Work Advantage not to engage in "side-deal leases," the practice persists. A formal initiative to hold landlords accountable for unscrupulous behavior could help reduce barriers to financial and housing stability for survivors.
- **Make child care voucher available to domestic violence survivors not on public assistance:** Lack of affordable, reliable child care was a barrier to employment for approximately 35% of My Door clients over the course of the program. Expanding HRA's child care voucher to include survivors not on public assistance would allow a greater number of survivors to engage in workforce development activities and would likely improve employment outcomes.
- **Ensure access to counseling and support services for domestic violence survivors transitioning out of the shelter system:** Domestic violence shelters provide survivors

access to counseling, group sessions, and other support services. Once living independently in permanent housing, however, some My Door clients again suffered from ongoing stalking or abuse, and this became a severe barrier to employment. It is therefore vital that survivors have continued access to social and legal services following their transition from shelter to a housing subsidy program. Domestic violence shelters and HRA should coordinate with successors to My Door to ensure continuity of services and supports or, in the absence of a successor program, establish formal partnerships with community-based social service providers and a referral system for clients in need of psychosocial evaluation and continued services.

- **Reconvene My Door Working Group to review recommendations and oversee implementation:** The My Door Working Group, comprised of representatives from HHS, ODVEIS, Seedco, and Sanctuary for Families and chaired by UWNYP, should reconvene to review the above recommendations and develop an implementation plan to ensure that the lessons learned from the My Door program translate into improved after-care services and outcomes for domestic violence survivors exiting the shelter system.

II. Evaluation Overview

A. Evaluation Objectives

The objectives of this evaluation report are to:

- Provide a complete overview of the design and implementation of the My Door program, as well as an analysis of its effectiveness in achieving economic, financial, and housing stability for participants.
- Offer references to academic research about domestic violence after-care and the environment in NYC within which My Door operated, to orient readers.
- Discuss My Door's program model relative to other comparable programs nationally.
- Share findings, lessons learned, and best practices and provide recommendations to inform City policy and guide future private and public funding efforts in this field.

Major report components include:

1. **Background on domestic violence after-care efforts in New York City and the development of the My Door Program Model:** In Section III Overview of the My Door Program, we provide a summary of New York City's recent efforts to expand supportive services and job training to domestic violence survivors, and a history of the development of the My Door Program model. We also explain the public / private partnership that designed and implemented the My Door Program and provide an overview of the program model.
2. **Details about the My Door Program Model:** Section III explains My Door's approach to recruiting clients and the resulting profile of My Door clients. Section IV provides detail about all services offered to My Door clients, including employment services, financial stability counseling, advocacy, and social services. We also provide analysis of service levels to these clients and draw conclusions about client engagement.
3. **Assessment of My Door client outcomes:** Utilizing the qualitative and quantitative data being collected about each client's characteristics, service interactions, and outcomes, we will assess My Door's performance in reaching the targets set by My Door partner and investors at the program's launch. The analysis will incorporate staff and partner perspectives of the most and least impactful elements of the program.
4. **Field Scan of similar programs:** Seedco conducted a nationwide scan of domestic violence programs to identify initiatives that were similar to My Door in scope and intent. While very few comparable programs were identified, we conducted interviews with program directors at these organizations to deepen our understanding of these programs and collect information about each program's target population, outreach mechanism, coordination with government agencies, environmental context, service activities, and documented outcomes.
5. **Investigation into Learning Objectives for Program Model and Policy Implications:** In Section VIII Findings, Recommendations and Conclusions, we offer additional conclusions about the results of the My Door pilot program and suggestions for program best practices, potential modifications to the model, and systemic recommendations for policymakers and other practitioners related to our learnings from the program implementation.

B. Methodology

This Evaluation of the My Door program reflects Seedco's holistic approach to data collection and analysis, utilizing My Door client data from a range of sources, community outreach, comparison to national programs, and input from My Door clients, program staff, and partners.

The methodology for this Evaluation Report included interviews with a range of stakeholders, including staff members of Sanctuary for Families that worked directly on My Door planning and implementation, compilation of client data, and an analysis of client outcomes. To assess the effectiveness of the My Door program model, we analyzed My Door service activities and client outcomes within the context of the program's original assumptions as well as the lessons learned during the two years of implementation.

Data on My Door client characteristics, engagement with the My Door program, and outcomes were collected daily over the course of the program with the following methods:

- Upon each client's referral and initial eligibility screening, My Door Specialists completed a **Referral and Screening Form**, which collected demographic information, indicators of barriers to employment, housing subsidy information, and approximately 60 other data points at the time of eligibility screening, which was usually only days before a client's formal enrollment into My Door. This information was transferred into a master spreadsheet by Sanctuary for Families interns, and the database was stripped of client-identifying information and provided to Seedco on a quarterly basis during the program and again at the program's end.
- After every interaction with clients (meetings, phone calls, and unanswered attempts at communication), My Door Specialists recorded all provided services in Sanctuary for Families' **Service Tracking System (STS)**, an Access-based data system that was customized to accommodate My Door-specific services. For all 146 My Door clients as well as the 62 additional individuals who were screened but did not enroll in My Door, a total of 14,735 service records were entered by the three My Door Specialists.
- An **Outcomes Database**, into which My Door staff recorded employment and housing outcomes as clients experienced changes in employment status or wage or changes in their housing circumstances.
- In addition, a **survey of some client indicators was collected bi-weekly by My Door management**, and while these indicators were not tracked for individual clients, this survey provided a snapshot of the proportion of clients experiencing some situations. For example, the proportion of clients experiencing child care issues was communicated each month, and we know that the proportion of clients ranged from 30%-36% without knowing specifically which clients were experiencing this.

III. Overview of the My Door Program

A. Background and Creation of the Pilot

While major investments have been made in expanding and improving shelters that house and support victims of domestic violence, there has traditionally been less focus on how to best support these individuals and families after they transition out of shelter into permanent housing. The primary goals of domestic violence shelters are to offer a safe, rehabilitating environment and help residents find safe, affordable housing. Survivors of domestic violence face significant barriers to economic stability and self-sufficiency, including mental health issues, lack of child support, safety concerns, self-efficacy doubts, economic disadvantages, and lack of social support. In the face of these complex barriers, domestic violence survivors often need additional assistance once they move from shelter into independent housing. The provision of post-shelter “after-care services” is a critical approach to ease the transition and ensure long-term stability for these survivors and their families.

In addition to social costs to victims and their communities, domestic violence has significant public costs as well. In 2005, the year before the Task Force on Domestic Violence and Permanent Housing was established, the City of New York spent an estimated \$227 million on domestic violence services, including law enforcement, shelters, preventative services, and long-term services.⁵

In June 2006, United Way of New York City (UWNYC) and Enterprise Community Investment—the capital investment arm of a national affordable housing and community development organization—convened the Task Force on Domestic Violence and Permanent Housing to take an in-depth look at the housing issues faced by domestic violence victims and their children when they are forced to leave their homes. The Task Force, comprised of 49 government, private, philanthropic, and academic stakeholders from the interrelated fields of homelessness, housing, and domestic violence, was chaired by Kirk Goodrich, who at the time was Vice President of Enterprise Community Investment, and Gladys Carrion, then a Senior Vice President at UWNYC, and was staffed by New Destiny Housing Corporation.

Lack of affordable housing options, limited living-wage employment opportunities, and a dearth of supportive services often makes leaving shelter an extremely difficult and overwhelming experience for families. The maximum stay in a domestic violence crisis shelter is only 135 days, and those unable to find space in a transitional domestic violence shelter are ill-equipped after such a short time to move forward economically. In addition, domestic violence survivors exiting shelter usually resettle in a new neighborhood—away from their batterers but also disconnected from the personal support systems they built prior to entering shelter. In this unsettling and unstable environment, domestic violence survivors are often forced to choose between the risks of homelessness and the risks of returning to their batterer. To address these issues, made thirteen recommendations intended to improve the permanent housing options of homeless residents of domestic violence shelters. Working in

⁵ New York City Independent Budget Office, “City Spending on Domestic Violence: A Review,” June 2007. Available at: www.ibo.nyc.ny.us/iboreports/DomesticViolenceSpending.pdf

conjunction with the Office of the Mayor, the Task Force narrowed the list of recommendations to six. These six recommendations, which were adopted by the City and announced by Mayor Bloomberg in October 2007, were as follows:

1. Modify the Advantage housing subsidy program to serve the special needs of domestic violence survivors exiting emergency shelter. See page 29 for a full explanation of the Advantage program.
2. Make HRA domestic violence shelter residents eligible for a proportional share of homeless units developed by the New York City Department of Housing Preservation and Development (HPD) and HPD-administered Section 8 vouchers.
3. Establish a pilot program to reduce the time required to process New York City Housing Authority (NYCHA) Section 8 and public housing applications under the domestic violence priority.
4. Enhance data sharing between HRA domestic violence shelters and the New York City Department of Homeless Services (DHS) emergency shelter systems to identify and track domestic violence survivors in both systems.
5. Train domestic violence service providers on the supportive housing application process to facilitate the application of eligible domestic violence survivors to NY/NY III supportive housing.
6. Develop formal after-care programs for domestic violence survivors leaving the shelter system to promote the long-term independence and success of families.

Because after-care services were neither mandated nor funded prior to the adoption of these recommendations, the delivery of these services to domestic violence survivors after shelter exit had occurred primarily on an informal basis. For example, some staff at HRA domestic violence shelters would continue to provide counseling, advice, and advocacy for families after they left shelter. When families would need assistance, they would often contact the shelter staff, a familiar and safe face. However, this ad hoc approach was ineffective, uncoordinated, and overwhelming for both clients and staff.

The My Door pilot grew out of these concerns and the Task Force's recommendations. Specifically, the My Door pilot was a public/private collaboration that formalized the provision of after-care services for domestic violence survivors. The goal was to provide intensive after-care services that would result in living-wage job placements and job retention as a means to promote long-term economic sustainability, housing permanence, and safety for domestic violence survivors exiting shelter. Job readiness and job placement services were to be provided to domestic violence survivors along with intensive clinical and social services to reduce domestic violence barriers that might adversely affect job placement and retention.

UWNYC provided funding and partnered with the Mayor's Office and HRA to launch My Door on September 18, 2008. The program's implementation was overseen by a Working Group made up of the Office of the Deputy Mayor for Health and Human Services, the HRA Office of Domestic Violence and Emergency Intervention Services (ODVEIS), Seedco, Sanctuary for Families, and chaired and convened by UWNYC.

B. Program Leadership and Partner Roles

Organization	Role
United Way of New York City (UWNYC)	<ul style="list-style-type: none"> ▪ Chair of My Door Working Group ▪ Approve major program decisions ▪ Provide program leadership during the planning, implementation, and evaluation stages of the My Door program ▪ Raise funds for program ▪ Communicate with funders and other stakeholders
Office of the Deputy Mayor of Health and Human Services	<ul style="list-style-type: none"> ▪ Provide guidance on housing stabilization policy
NYC HRA: Office of Domestic Violence and Emergency Intervention Services (ODVEIS)	<ul style="list-style-type: none"> ▪ Provide outreach to HRA domestic violence shelters ▪ Provide guidance on cash assistance and subsidy issues ▪ Make recommendations for course corrections ▪ Coordination of services ▪ Provide lists of clients leaving domestic violence shelters ▪ Resolve public assistance, child care and housing voucher problems encountered by My Door clients
Seedco	<ul style="list-style-type: none"> ▪ Design Performance Measurement and Management system ▪ Facilitate target-setting for client activities and outcomes ▪ Make recommendations regarding data collection systems ▪ Provide technical assistance and analyze program data ▪ Continually measure My Door performance indicators ▪ Work closely with project partners to reach data-based conclusions ▪ Make recommendations for course corrections ▪ Draft monthly and quarterly Management Reports
Sanctuary for Families	<ul style="list-style-type: none"> ▪ Primary service provider ▪ Manage day-to-day operations of My Door program ▪ Manage relationships with workforce development partners ▪ Manage relationships with HRA Advent staff ▪ Provide case management to all client families, supporting their compliance with housing subsidy requirements and helping them acquire the jobs, skills, opportunities, financial acumen and supports ▪ Collect comprehensive data about program activities and client outcomes to inform My Door partners about their work and client progress ▪ Recommend changes to original program design based on experience in the field
Workforce Partners	<ul style="list-style-type: none"> ▪ Enroll My Door clients in job readiness and hard skills training programs ▪ Provide job placement assistance ▪ Provide guidance on job readiness issues to My Door partners

C. Program Goals and Model

My Door was designed to demonstrate that the combination of a housing subsidy and two years of access to case management, employment services, and relevant social and clinical supports could equip women exiting domestic violence shelter with the tools necessary to achieve housing permanence, safety, and long-term economic independence.

Domestic violence survivors face a unique range of barriers to employment and stability. The combination of the specific internal and external barriers faced by survivors results in greater challenges to their stability than those experienced by other individuals transitioning from welfare to work, as well as from shelter to permanent housing. Internal barriers include the loss of a sense of self-efficacy, Post Traumatic Stress Disorder (PTSD), or other emotional issues that result from the trauma of domestic violence. External barriers—some minor, some more significant, but over which the individual has no control—include the continuous, sometimes court-mandated presence of a still-volatile batterer in the survivor’s life, the effects of economic abuse (such as damaged credit and a lack of experience in handling money and managing the family budget), lack of a high school diploma or GED, and large systems that the individual must navigate (such as the public benefits system, including housing subsidies, and the legal system) that make it difficult to focus completely on job searching and career advancement.

Domestic violence survivors often need a range of critical resources such as health care, housing, and child care before they are willing to discuss the violence in their lives.⁶ Helping survivors address these pressing concerns can open up opportunities to engage them in conversations about the violence they face.⁷ Intensive, comprehensive services are therefore extremely helpful to domestic violence survivors as they continue to face challenges after leaving shelter.⁸

While domestic violence occurs in households at all socioeconomic levels, it can be particularly challenging for low-income women and those on public assistance, who have limited options and are often economically dependent on their abusers. Due to the specific barriers faced by the domestic violence survivor population, some survivors have difficulty adhering to the work mandates required for maintaining public assistance, making the need for comprehensive and tailored workforce development and support services all the more critical.

The My Door pilot was intended to achieve measurable objectives for a cohort of domestic violence survivors, and also to achieve large learning goals to benefit future programs and policymakers. The specific objectives for clients were to help them to:

- Remain stably housed during the 24 months following shelter exit.
- Sustain family safety and stability during the 24 months following shelter exit
- Stay safely and stably housed after the conclusion of the 24-month grant period.

⁶ Cole, P.R. (2001). Impoverished women in violent partnerships: designing services to fit their reality. *Violence Against Women*, 7(2), 222-233.

⁷ *Id.*

⁸ *Id.*

By helping a cohort of clients to arrive at economic-self-sufficiency, housing permanence, and family safety and stability, the My Door pilot would enable this Working Group to:

- Develop, observe, and evaluate the effects of specific interventions designed to facilitate the progress of domestic violence survivors towards independence and economic stability.
- Share lessons learned and best practices to inform future policy and funding decision-making.⁹

The two-year My Door pilot ran from September 1, 2008 until August 31, 2010. The program enrolled households (mainly mothers and children) exiting the HRA domestic violence shelter system with one of the available housing subsidies (primarily Advantage, Section 8, or an apartment in NYCHA housing).

D. Service Coordination, Delivery, and Management

The My Door pilot was operated by Sanctuary for Families, utilizing the following staffing plan:

- One **Deputy Clinic Director of Economic Empowerment Programs**, who oversaw all staff and was responsible for successful implementation of the My Door program.
- One **Coordinator of Economic Empowerment Programs**, who provided implementation guidance during the first year of program roll-out and provided support with data collection processes. The Coordinator created program tools, monitored data tracking compliance, cultivated and maintained relationships with project partners and HRA, and monitored program operations to facilitate client progress.
- Three **Economic Empowerment Specialists**, who were each assigned a caseload of 50 My Door participants and were responsible for general service coordination, coaching, and support to clients in the areas of employment, education, housing, and safety planning. Specialists conducted office and phone appointments with clients and linked them with Sanctuary for Families' financial literacy, budgeting, interviewing skills, resume preparation, and other economic stability workshops and one-on-one coaching and planning sessions, as well as with other services offered by outside providers. Specialists also advocated on clients' behalf with HRA and other City service agencies. In addition, they were responsible for new client recruitment by conducting outreach at domestic violence shelters.
- For three months of the program, Sanctuary for Families employed one **Social Worker** (LMSW level), who was responsible for crisis intervention for clients, therapeutic support and facilitated referrals for longer-term counseling for adults and children, including mental health services, support groups, children's counseling, and other community partners. These services were provided by the Economic Empowerment Specialists and Sanctuary's other MSW social workers for the remainder of the pilot.

In addition, the above-named Sanctuary for Families staff also collaborated with other Sanctuary for Families staff not directly assigned to the My Door program, including the organization's legal assistance team. They also coordinated with external organizations, to which they referred clients for specialized services. In particular, My Door developed Memoranda of Agreement with several workforce development organizations, who agreed to enroll eligible My Door clients into their job

⁹ See Appendix B for original My Door Pilot Logic Model.

training programs when appropriate. For more detail about these organizations and the referral relationship, see page 25.

Sanctuary for Families' Manager of Program Evaluation and Data Systems collaborated with Seedco to ensure that client data was sufficiently tracked over the course of the program. All partners in the My Door Working Group (representatives of Sanctuary for Families, UWNYP, ODVEIS, HHS, and Seedco) met monthly to review program data, refine the program model, and discuss potential course corrections. In addition to these meetings, partners were in frequent communication about My Door-related news, client cases, and trouble-shooting needs. Over the course of the pilot, monthly data-driven conversations about program obstacles led the working group to implement course corrections from the original logic model. These adjustments included:

- Benefits assistance and advocacy services were added as a service activity provided by My Door staff. While My Door clients did not require benefits eligibility screening and application services (because for the most part, clients are receiving all public and private benefits for which they are eligible before they exit shelter), many clients required substantial assistance resolving serious problems with public assistance, housing subsidies, and other primary benefits they encountered while in the program. My Door's Logic Model was changed to reflect this.
- The original My Door Logic Model intended for job readiness training, interview preparation, and job placements services to be provided solely by My Door's workforce development partners (organizations that specialize in helping disadvantaged jobseekers to find jobs). However, many My Door clients were not considered immediately ready for work, and required additional counseling during the job training and job placement process. As a result, these clients did not meet the eligibility criteria for the programs offered by most of its workforce development partners, and My Door's Economic Empowerment Specialists provided the majority of these services themselves. The Logic Model was changed to reflect this.
- The emphasis on reuniting families after periods of foster care was unnecessary, as only one client lost custody of her child during the course of the program. While this targeted outcome was not removed from the Logic Model, it became less a focus of discussion over the course of the program.

Case Study: Kira*

Kira was referred to My Door after requesting post shelter services from Sanctuary's Tier II (transitional) shelter, Sarah Burke House. She had a work history and had obtained an Associate's Degree prior to fleeing to shelter; however, she was ambivalent about seeking employment right away, feeling the trauma of her experience with domestic violence and its negative effects on her sense of self-efficacy. Over time, Kira's difficulties navigating the public assistance system, as well as encouragement from My Door staff, motivated her to seek employment and work toward self sufficiency.

Kira committed herself to working diligently with her Economic Empowerment Specialist to prepare a resume and engage in a dedicated job search. She worked diligently to address all her economic empowerment needs, including checking her credit, seeking further education, and career planning. My Door provided Kira with a grant to obtain extended child care so she could take advantage of My Door's referral to bookkeeping training sessions at her local Educational Opportunity Center. Kira had perfect attendance and completed all training assignments.

After completion of the training program, Kira worked closely with her Specialist to tailor her resume to suit each position for which she applied. Despite a dismal economy, record rates of unemployment, and an extremely tight job market, she was called for approximately five first interviews and several second interviews. However, she was unable to secure a job for several months. Part of My Door's work with Kira was to help manage her expectations of the job prospects in this economy, after her absence from the workplace for over a year. Kira was eventually offered a position as a Customer Information Specialist at a City agency. Kira was still gainfully employed with the agency after four months and passed her first round of probation evaluations at her job. She is currently working on her credit and other financial matters in order to go back to school and seek a Bachelor's degree in accounting.

* All names have been changed to protect the confidentiality of clients.

III. My Door Recruitment Process

A. Description and Analysis

This section provides an overview and assessment of My Door's recruitment processes and a profile of the 146 clients that enrolled in the My Door program between September 2008 and June 2010. Designed to help domestic violence victims succeed in their transition from emergency and transitional shelter to permanent housing, My Door's recruitment efforts were directed at current and recent residents of domestic violence shelters.

In 2009, New York City had 2,081 confidentially-located emergency shelter beds in 39 shelters available for victims of domestic violence. These beds were located in community living arrangements, operated by nonprofit organizations and administered by HRA, which provides funding for these services through its Office of Domestic Violence and Emergency Intervention Services (ODVEIS). To qualify for emergency shelter, families affected by domestic violence need to indicate immediate danger of physical harm and that they have no other source of safe shelter. The maximum stay in an emergency shelter is 135 days. From these shelters, an average of 30 families are discharged and enter permanent housing each month.

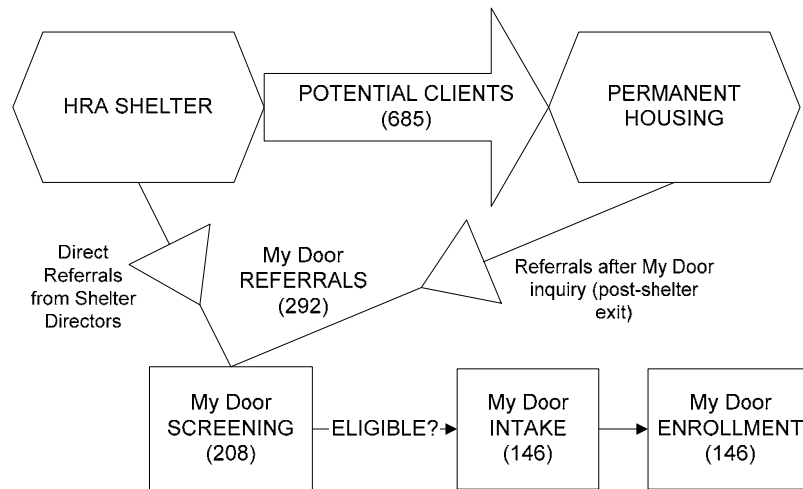
HRA also runs Tier II transitional domestic violence shelters, which offer survivors and their children supportive services to facilitate their transition to independent living. There are four confidential transitional programs for victims of domestic violence and their children, with 202 units located in seven shelters funded and administered by HRA. Transitional shelter offers residents job training, child care assistance, computer training, peer counseling and support groups to help victims of domestic violence make the transition to independent living.

To qualify for these transitional shelters, families are identified by ODVEIS staff or recommended by emergency shelter providers. Often the families identified have additional barriers to self-sufficiency and therefore need more time to stabilize and find permanent housing than emergency shelter allows. These families are screened and selected by transitional shelter providers. The permissible stay in a transitional shelter ranges from six months to a year, depending on the family's needs and circumstances.

1. Client Recruitment Process

Every step of the client recruitment process was monitored by My Door Working Group partners to ensure that eligible clients were being effectively targeted and engaged. Because entering and exiting domestic violence shelter are significant transitions for an individual or family, My Door was attuned to the possibility of potential clients disengaging from the program.

The client flow chart below illustrates the pre-enrollment process and the actual number of individuals at each step. Potential clients dropped out of this process at different steps for various reasons, described below.



2. Pool of Potential Clients

Each individual exiting an HRA domestic violence shelter and moving into permanent housing was considered a potential My Door client. The My Door Working Group operated under the assumption that all individuals leaving domestic violence shelter and eligible to work would benefit from enrollment in My Door. Between May 2008 and April 2010, a total of 685 households exited from a stay at an HRA domestic violence shelter and entered permanent housing in New York City. The majority of these households exited from one of the following 12 HRA domestic violence shelters: Athena House, Center Against Domestic Violence, the Food First Family Project, Freedom House, Good Shepherd Services, Lang House, Safe Homes Project, Safe Horizon, Sanctuary for Families, Sarah Burke House, Serenity House Family Residence, and the Violence Intervention Project.

My Door staff aggressively marketed the program to all shelters and spent time each week coordinating referrals with shelter staff. They took proactive steps to improve awareness of services and engage potential clients while they were still residing in shelter. Most significantly, My Door staff ran a series of “Economic Empowerment” workshops at each of the HRA shelters with the largest number of potential clients. These workshops provided an opportunity for My Door staff to connect directly with potential clients and to introduce concepts of financial self-sufficiency, job preparation, and financial management to the residents. The workshop curriculum included an overview of: economic abuse and its effects; managing public benefits and staying compliant with public benefits regulations; advice on budgeting, including tangible tips that women could use immediately upon exiting shelter; instructions for requesting a credit report and maintaining good credit; tips for setting employment goals; career resources; basic interview tips; and an introduction to the My Door program. Approximately 100 shelter residents participated in at least one of these sessions.

3. Referrals to My Door

My Door recruited potential clients from the pool of 685 over a period of 19 months¹⁰ in two ways:

¹⁰ Clients were enrolled between October 2008 and April 2010.

- **Direct referrals from shelter staff:** My Door staff developed relationships with the directors of domestic violence shelters throughout the city to inform them about the wide range of services available through My Door to individuals leaving shelter and entering permanent housing. My Door staff called shelter directors and other shelter staff frequently and sometimes traveled in person to shelters to encourage staff to refer those residents who would be exiting shelter soon and to encourage residents directly by conducting Economic Empowerment workshops. Direct referrals were originally made using a multi-page referral form. This was later modified by the creation of a “short form” to ease the administrative burden on shelter staff.
- **Referrals after inquiry by My Door:** Once a month, HRA provided My Door with a list of all individuals who left shelter and entered permanent housing with a housing subsidy from HRA. My Door staff reached out to individuals on this list who had not already been referred by shelter staff via outreach letters.

4. Eligibility Screening

After referral forms were received by My Door staff, a “screening” meeting was arranged with each potential client to determine eligibility. These meetings generally took place at the shelter, usually five to seven days before the client signed a lease for permanent housing. Since referred clients may or may not have expressed interest in participating in My Door prior to being referred, the program introduced additional outreach mechanisms while potential clients were still in shelter. Staff found it easier to engage potential clients in the screening and enrollment process if these potential clients recognized them and felt comfortable. Two-hundred and ninety-two individuals were referred to My Door, and 208 completed a screening for eligibility. Potential clients that met the following criteria were deemed eligible for the My Door program:

- Eligible to work with proof of work authorization and not be receiving Social Security Disability Insurance (SSDI).
- Exited shelter no more than four months prior to eligibility screening.
- If currently residing in shelter, the potential client became fully eligible for My Door upon signing a lease for a permanent apartment.

Of those 208 clients screened, 203 were determined to be eligible for My Door. Those not eligible for My Door were referred to other social service agencies for general case management assistance.

5. Intake and Enrollment

All potential clients who met eligibility criteria were scheduled for an initial intake meeting with an Economic Empowerment Specialist (Specialist). During this meeting, the Specialist completed an assessment to gather more information about the client’s background, determine the participant’s strengths, willingness to engage in My Door services, potential barriers to employment, and service needs. Intake occurred either immediately after screening or during a separate meeting. Almost all clients who underwent intake were enrolled in My Door, unless information that compromised

eligibility for My Door, such as substance abuse issues, severe mental health problems, and unwillingness to engage in services was revealed during the intake interview.

Of the 203 potential clients screened and eligible for My Door, 146 fully enrolled in the program. (The last enrollment occurred April 28, 2010.) Several shelter residents who turned down My Door enrollment indicated that “they wanted to think about work later, not yet.” Some clients also expressed a lack of interest in job readiness or training programs, and preferred to find even a minimum wage or off-the-books job.

B. Client Profile and Analysis

The following section provides aggregate information about the 146 enrolled clients including demographics, barriers to employment identified at screening, and details about their housing situation at the time of enrollment. For a comparison between clients that enrolled and potential clients that did not enroll, see page 45.

1. Profile Indicators

- All 685 client referrals and 146 enrolled clients were women. HRA DV shelters are not restricted to women, and men were eligible for the My Door program, but none were referred.
- 79% (115 clients out of 146 enrollees) had at least one dependent child at intake.
- 84% (102 clients out of 122 who responded) were fluent in written and spoken English; of the remaining 20 clients, 14 wrote and spoke Spanish.¹¹
- 15% (22 clients) were employed at the time of screening and enrollment.
- 40% lacked a high school diploma or GED
- 48% had limited or no work history
- 21% had limited English proficiency

2. Barriers to Employment

During the screening and intake process, My Door staff identified the existence of “barriers to employment” that could be addressed by program services. It is important to note that the existence of any one or multiple barriers did not characterize a client as “unemployable.”

- **Barriers related to lack of education, experience, or financial literacy:** Abusers assert control over their victims in a variety of ways, including financially. As such, abuse can increase when survivors seek economic independence¹² because this is seen as a threat to the dominance of abusers. Many domestic violence survivors tend not to pursue educational or employment opportunities for fear of escalated violence. Other barriers include cultural factors and emotional abuse that causes the survivor to doubt her self-efficacy. Many My Door clients

¹¹ A total of 30 clients spoke a language other than English as their first language.

¹² Chronister, K.M., & McWhirter, E.H. (2006). An experimental examination of two career interventions for battered women. *Journal of Counseling Psychology, 53*(2), 151-164.

identified as being very interested in school and working but also lacked basic educational credentials or any work history. Of the My Door enrollees who responded at enrollment, 48% had limited or no work history, 79% had poor or no credit history, 40% lacked a high school diploma or GED, and 21% had limited English proficiency.

- **Barriers related to legal needs:** At the time of enrollment in My Door, some clients had legal needs that presented a barrier to stable employment, such as open criminal cases against their abuser, child support cases, and child custody cases. Roughly nineteen (21% of enrollees who responded) clients had unmet legal needs at enrollment, one participant lacked work authorization, and three had criminal convictions.
- **Emotional and physical barriers:** At the time of enrollment, both shelter and My Door staff assessed each client's emotional and physical ability to work and documented barriers that would need to be addressed before the client would be employable. At the time of enrollment, 26% of participants indicated the highest levels of trauma related to domestic violence, and 24% suffered from other emotional issues not related to domestic violence. One percent had ongoing severe family crises, and five percent had chronic or severe medical issues. At the time of enrollment, no client indicated safety concerns or ongoing abuse (though once living independently in permanent housing, some My Door clients again suffered from ongoing stalking or abuse, and this became a severe barrier to employment (see page 30 for more information).

3. Housing Subsidy Information

While 100% of clients were in receipt of a housing subsidy, not all clients received the same subsidy.

- The majority of clients (74%) received one of the forms of the HRA Advantage housing subsidy, described fully on page 25.
- 13% of clients received Section 8 federally-funded housing vouchers.
- One percent was placed in NYCHA public housing, and eight percent were awaiting responses to NYCHA housing applications.

Case Study: Karleen

Karleen's marriage had been marred by nearly a decade of physical, sexual, and emotional abuse and isolation. She eventually escaped with her children and entered a domestic violence shelter. After enrolling in My Door, Karleen expressed her interest in working for the United States Postal Service. During a search with a Specialist for an entry level job that could prepare her for postal work, Karleen realized she did not feel ready to enter the workforce. She still felt anxious around people and she could not shake the feeling that she was being watched.

Karleen's My Door Specialist worked with her to address her situation with counseling and education. Karleen felt she could not compete in the modern workforce because she was not comfortable around computers. She was referred to an Educational Opportunity Center (EOC) in the Bronx where she enrolled in a basic computer course. As the weeks progressed, My Door staff saw noticeable differences in Karleen: she began to dress differently, wear make-up, and let her hair hang loose. She smiled more and spoke with more confidence.

Karleen enjoyed her computer class so much that she decided to apply for a Medical Assistant Training course at the same EOC. She worked with My Door staff to prepare a resume and application for the training. She was very nervous to take a placement test for the course, but she did well and earned a spot in the class. That success also gave her the confidence she needed to take the MTA test to be a train conductor. She used the time she spent studying to bond with her children; they did homework together and gave each other encouragement.

At the completion of her Medical Assistant Training, Karleen began an internship in a hospital. Karleen officially divorced her abusive partner, had her HPD Section 8 funding renewed, and received specialized long-term counseling. While she states she still has healing to do, Karleen has come a long way with the help of My Door's range of counseling and economic empowerment services.

IV. My Door Service Interventions

To help clients achieve stability and economic self-sufficiency, My Door offered each participant a combination of service planning; crisis intervention; employment, economic stability, and social work services; advocacy; and referrals. Sanctuary for Families provided the majority of these services in collaboration with a range of workforce development, mental health, legal services, and other community partners. This section provides an overview and assessment of each of these services.

A. General Approach to Service Provision

Service provision began as soon as a My Door staff member had contact with a client or potential client through a screening or initial intake meeting, as previously described. Many individuals who never formally enrolled in My Door received services such as referrals to specialized service providers and public benefits advocacy. These services were offered as a means of helping these potential clients resolve crises, build relationships with My Door staff, and encourage future enrollment in My Door. Eight percent of all instances of services were delivered to individuals who did not enroll in My Door; the remaining 92% were received by enrolled clients.

Upon enrollment in My Door, each participant was assigned an Economic Empowerment Specialist (Specialist) and a Social Worker. The Specialist provided service coordination for the client's case, while the Social Worker provided clinical support for the client and supervision of the Specialist.

During the second or third meeting at My Door, clients collaborated with their Specialists to develop an individualized Service Plan that customized the goals, objectives, and services necessary for the client to overcome economic barriers. The participant and Specialist worked together to outline the necessary steps, services, and training that would help them overcome any barriers and realize her potential. The Service Plan included the responsibilities of each participant—and Specialist, as appropriate—along with timeframes and deadlines for each task. Once a Service Plan was written, My Door participants worked closely with their Specialists to monitor progress, identify internal and external factors that create barriers, develop ways to approach these barriers, and engage in counseling, workforce development and other services as needed. Each Service Plan was a living document throughout each participant's engagement with My Door and was modified and adjusted as the participant progressed.

B. Employment-related Services

Job readiness services were geared towards helping each client obtain employment that would result in financial self-sufficiency. However, for clients with immediate need for crisis intervention support, the Economic Empowerment Specialists and Social Workers addressed these crises before introducing employment services.

1. Types of Employment Services

In general, employment services fell into the following categories:

- **Pre-Job Readiness Counseling:** For clients who were not job or training ready, the My Door Economic Empowerment Specialists provided pre-job readiness counseling in addition to the range of social services and advocacy services that were offered to help these clients to resolves crises and eliminate barriers to employment. Pre-job readiness services were aimed at helping clients develop soft skills, explore their feelings about work, and build self-confidence. Specific services included: career counseling, educational planning, safety planning, counseling on obstacles to employment, and coordination with social workers to provide enhanced support as needed.
- **Job Readiness Training:** Most workforce development programs in New York City require participants to be “job-ready,” or ready to begin interviewing, have child care in place, and proof of legal authorization to work. However, even My Door clients who had these components in place, and faced no severe employment barriers required substantially more advocacy and counseling before they were ready to attend intensive hard skills training or be placed in a job. Services provided to these clients included: interview coaching, resume assistance, group workshops in both Spanish and English, referrals to clothing providers such as Dress for Success, and assistance securing funding for fee-based training programs. Clients were coached to identify and navigate career paths that would result in achieving a living wage. Clients were also provided counseling and social services to address issues related to their abuse that re-emerged during the job search and training process.
- **Adult Education and Hard Skills Training:** Clients were encouraged to enroll in educational and hard skills training programs at one of My Door’s workforce development partners (see next section) or at a local higher educational institution. My Door staff liaised on behalf of clients with the directors and instructors at these workforce development partners. Skills training included preparation in such areas as administration skills, healthcare training, entrepreneurial training, and construction skills training.
- **Job Placement Assistance:** Clients considered job ready were eligible for job placement assistance from their Specialist or referrals to workforce partner programs for job placement. Services related to this included job search assistance, tutorials on using the Internet for job searching, outreach to prospective employers, and coaching on responding to job offers.

2. Workforce Development Partners

My Door workforce development partners were chosen for their ability to provide quality training, high rates of job placement, and post-placement support to help participants secure and maintain employment and build careers. My Door also required that each workforce development partner be sensitive to issues facing domestic violence survivors and willing to work collaboratively with My Door staff. Workforce partners that developed formal referral relationships with My Door included: Hunts Point Workforce1 Career Center, The Grace Institute, Jewish Home & Hospital Lifecare System (JHHA), Project Enterprise, The SKILL Center, and VIP Managed Work Services of New York. Other informal partners included: Center for Family Life in Brooklyn (provided soft skills training), the HOPE program (provided 15-week job readiness training), Nontraditional Employment for Women (construction training), and the Employment Opportunity Center (computer training and bookkeeping programs).

3. Employment Service Levels

- **Job readiness training:** In total, 135 clients (92%) received at least one session of job readiness training.
- **Adult education:** A total of 28 clients (19%) were referred to an adult education provider.
 - 14 clients were referred to a GED course
 - Six clients were referred to a private tutoring company
 - Eight clients were referred to an English as a Second Language program
 - Four clients were referred to an Associate's degree program at a college
 - One client was referred to a Bachelor's degree program at a college
- **Hard Skills Training:** A total of 59 clients (40%) were referred to a hard skills training program:
 - Ten clients were referred to the Grace Institute for administrative skills training
 - Seven clients were referred to Project Enterprise for entrepreneurial skills training
 - Seven clients were referred to JHHA for healthcare skills training
 - 17 clients were referred to Partners in Care for healthcare skills training
 - 13 clients were referred to the SKILL Center for healthcare skills training
- **Job placement assistance:** A total of 63 clients (43%) received job placement assistance.
 - 33 clients were referred to the Bronx Workforce1 Career Center
 - 20 clients were referred to the Hunts Point Workforce1 Career Center
 - 18 clients were referred to another New York City Workforce1 Career Center
 - 12 clients were referred to VIP
 - Three clients were referred to Avon to become consultants
 - 43 clients received job placement assistance facilitated by their Specialist at Sanctuary

C. Financial Stability Services

Financial Stability services were infused throughout the entire program, from outreach through the length of client engagement. For example, Sanctuary's pre-enrollment financial stability activities included personal economics workshops for shelter residents as a form of My Door outreach and service to the community. Sanctuary also conducted Economic Empowerment Workshops at shelters to provide a valuable service to shelters and assist shelter residents who were not eligible for My Door, in addition to recruiting more potential clients for My Door. After enrollment in My Door, clients received a range of financial stability services, integrated into case management.

1. Financial Literacy

Participants were assisted with obtaining a free credit report, completing a household budget, meeting a financial planner, and opening a bank account, when necessary. My Door clients also had the opportunity to participate in financial literacy workshops and one-on-one financial counseling. The workshops were offered in partnership with the Financial Planners Association and CitiGroup and

provided skills building in basic financial literacy, household budgeting, tax preparation, and credit repair and maintenance. Through the Neighborhood Economic Development Advocacy Project, My Door participants could receive education on consumer rights, community banking, credit repair and maintenance, as well predatory lending and identity theft. In addition, My Door also had a relationship with TD Bank, through which clients could establish bank accounts. In total, 140 clients (96%) received financial literacy services.

2. Financial Support and Assistance

Sanctuary allocated \$55,000 annually for financial grants to clients to cover expenses such as emergency transportation costs, education-related fees, furniture and household items, and moving or storage fees. Non-monetary items such as clothing, food, personal care items, household items, Metrocards for subway expenses, and children's toys were also provided. In total, 95 clients (65%) received at least one of these supports.

D. Work and Housing Supports

Because of the unique experiences and needs of domestic violence survivors, meeting certain requirements of public benefits and housing subsidy systems can be challenging. Below is a description and discussion of two programs developed by the City of New York to address the unique public assistance and housing subsidy needs of domestic violence survivors.

1. Anti-Domestic Violence Eligibility Needs Team (ADVENT)

HRA administers New York City's public assistance program, providing residents experiencing economic and social service needs with temporary cash assistance and connecting them to critical services, such as food stamps, health insurance, temporary, adult protective services, child care, and enforcement of child support. In addition, HRA's Back to Work program offers employment placement services and job training to cash assistance recipients and applicants. To gain the benefits of HRA's public assistance program, clients must comply with employment requirements mandating 35 hours of work per week.¹³

Recognizing that it may be difficult for domestic violence survivors in shelter to comply with public assistance program requirements because of the nature of their recent uprooting, transient housing situation, and ongoing safety concerns, HRA created the ADVENT Program in 2005. ADVENT allows residents of domestic violence shelters to receive up to 14 hours per week of credit toward the 35-hour-a-week mandatory work requirements for participating in shelter activities such as counseling, group sessions, parenting skills, and housing search. The remaining 21 hours are filled with a

¹³ Temporary Assistance for Needy Families (TANF) was created in 1996 by an act of Congress to provide for a new welfare block grant program. The legislation creating this program imposed limits on the length of time an individual could receive TANF assistance and mandated that 50 percent of each state's welfare caseloads fulfill statutory work requirements. TANF was reauthorized under the Deficit Reduction Act of 2005, requiring states to engage more TANF cases in productive work activities leading to self-sufficiency.

concurrent work assignment.¹⁴ This abbreviated work schedule allows domestic violence shelter residents to avail themselves of critical services while complying with public assistance work requirements. To enroll in ADVENT, clients had to meet three criteria:

1. They must reside in an HRA domestic violence shelter;
2. They must have an active public assistance case; and
3. They must be willing to have their public assistance case transferred from their local job center to the job center which houses an ADVENT unit.

To enable My Door clients on public assistance to participate in ADVENT, despite the fact that they no longer resided in shelter, HRA created a special designation known as ADVENT II. Enrollment in ADVENT II enabled eligible My Door clients to apply My Door employment coaching, counseling, and social services towards their mandatory weekly work requirements.

To enroll eligible and interested My Door clients in ADVENT II, HRA ADVENT staff had to remove them from their current PA work requirements and reassign them to My Door or one of My Door's seven verified workforce development partners. My Door clients could not be enrolled in ADVENT II if they had received one of the following public assistance assignments: WeCare (for individuals identified as mentally or physically ill or disabled); the Training & Assessment Group (already enrolled in an education program); or a fulltime paid Work Experience Placement.

Enrollment in ADVENT II was not an operational component of My Door until May 2009, due to the time required to develop the administrative mechanisms to effectively track this exception to standard public assistance processes. By the end of the program in August 2010, 24 My Door clients (16%) participated in ADVENT II.

2. Domestic Violence Advantage Housing Subsidy

The New York City Department of Homeless Services (DHS) launched the Advantage program in 2007 as a tool to help shelter residents secure permanent housing by offering a maximum two-year housing subsidy. By 2010, 14,000 households had become recipients of the Advantage housing subsidy, and the majority of recipients were enrolled in the standard Work Advantage program, which required at least 20 weekly hours of work from the onset of the subsidy. Understanding that special populations required slightly altered rules, five variations on the Advantage subsidy program also existed: Children's Advantage, Fixed Income Advantage, Short-term Advantage, and Domestic Violence (DV) Advantage. HRA administered the DV Advantage program, which served 1,227 households between June 2008, and September 2010. DV Advantage was designed to help survivors of domestic violence stabilize their families in an apartment where they could heal, develop independence, and work towards breaking the cycle of abuse. The Advantage subsidy program was made available to domestic

¹⁴ ADVENT units are located in three boroughs: East End Center in Manhattan, Linden Center in Brooklyn, and Crotona Center in the Bronx. Each ADVENT unit is staffed with a domestic violence liaison; a social worker who assesses the clients for credibility and eligibility for waivers from program requirements based on their safety needs; an eligibility worker who handles the public assistance case including cash assistance, Medicaid, and food stamps; and caseworkers who concentrated on work assignments.

violence survivors 42 days after being in shelter and required those receiving the subsidy to get a full time job within six months of obtaining a lease.¹⁵

E. Advocacy and Legal Services

1. Public Assistance, Child Welfare and Housing Advocacy

Despite the ADVENT II and Advantage programs, many My Door clients required significant assistance navigating housing subsidy and public assistance systems.

- A total of 128 participants (88%) were provided with 1,274 instances of services pertaining to their public assistance cases, such as advocacy services, assistance filling out and submitting required paperwork, and information and education regarding work and other requirements.
- Approximately 45% of all My Door clients experienced difficulties with their public assistance case and requested direct advocacy with HRA.
- My Door staff provided 113 instances of advocacy, case management, or other services related to an open child welfare case to 17 clients (12%).
- A total of 105 clients (72%) received 864 instances of services related to housing advocacy and supportive services.
- A total of 104 clients (71%) received 740 instances of services related to housing subsidies or supportive housing.
- Nine clients (six percent) received eviction prevention services after receiving a petition of nonpayment requiring a hearing in housing court.

Housing services were provided to clients in many ways, including advocacy on the client's behalf, case management, sharing housing information, and making referrals. Specifically, this support and advocacy included assistance in obtaining certification for a second year of the Advantage housing subsidy, signing a lease for an affordable apartment, resolving difficulties with housing subsidies, or advising on difficult situations with landlords.

A total of 108 My Door clients (74%) received a form of the Advantage subsidy, and 30% of these clients required advocacy to help resolve issues pertaining to rental payments, assistance in renewing for a second year, or advocacy to facilitate apartment moves in the case of severe safety concerns. Roughly ten percent of clients received petitions of nonpayment after a lapse in rent payment as a result of Advantage subsidy administrative errors, a situation that resulted in petitions of nonpayment and threat of eviction. In most cases, these errors occurred after the third month of the lease, when responsibility for payment to landlords shifts from HRA to DHS. A lack of coordination between the voucher payment mechanisms often resulted in missed rent payments. My Door staff advocated with HRA and DHS on behalf each affected client and successfully resolved the payment disputes in each case. In addition, some clients faced difficulties with their landlords, such as the imposition of "side-deal leases" (requiring clients to pay extra cash to the landlord to retain the apartment) to extort additional money from tenants, hostility, and harassment.

¹⁵ Briefing Paper of the Legislative Division, Committee on General Welfare, April 15, 2010, pp. 4-5.

2. Child Advocacy

In addition to the child welfare advocacy described above, My Door Specialists provided information, assistance, and advocacy services related to other family and child needs. For example, Specialists helped clients to enroll their children in free and low-cost summer camp programs, access child care vouchers, and enroll in parenting workshops.

- In total, 66 clients (45%) received at least one service related to the care of their children.

3. Legal Services

During initial screening, 23 clients (16%) who ultimately enrolled were identified as having “open legal cases that present a barrier to employment.” Legal issues arose for approximately 44 additional clients (30%) during the course of their My Door engagement.

- My Door staff provided 360 instances of legal services—including advocacy, advice, and referrals—to 67 clients (46%) through Sanctuary’s legal services department and referrals to outside legal service agencies.

Sanctuary’s legal team provided legal advice and representation for matters including: child custody/visitation, uncontested divorce, child welfare, bankruptcy, criminal charges, and immigration. Referrals to external legal services agencies were provided to assist My Door clients in obtaining orders of protection, child support, divorce, child custody/visitation, immigration-related services, and other services.

E. Counseling and Support Services

Financial independence and job training have been found to be psychologically rehabilitative for domestic violence victims.¹⁶ Additionally, programs with resources that address the mental health needs of domestic violence survivors may remove a significant barrier to self-sufficiency. Domestic violence can lead to post-traumatic stress disorder and other emotional problems for victims.¹⁷ Mental health issues can raise particular concerns for employment prospects. According to a recent study, individuals suffering from a psychiatric disorder had a 25% lower chance of employment.¹⁸ Furthermore, those with mental illnesses who are able to attain jobs continue to face significant challenges associated with carrying out expected job responsibilities that may be hindered by symptoms associated with their condition.

My Door social workers completed psychosocial assessments for clients to identify less obvious, internal barriers to success. In addition, social workers worked closely with participants through regular check-ins and in-person meetings as defined by the service plan. Social workers provided core

¹⁶ As cited in Bell, M.P., & Moe, A.M. (2004). Abject economies: the effects of battering and violence on women's work and employability. *Violence Against Women*, 10(1), 29-54.

¹⁷ Jayakody, R., & Stauffer, D. (2000). Mental health problems among single mothers: implications for work and welfare reform. *Journal of Social Issues*, 56, 617-634.

¹⁸ *Id.*

social services such as crisis intervention and trauma-informed, short-term, solution-oriented individual, family, and group counseling to actively promote economic stability and housing permanence.

It is common for abusers to weaken ties between the victim and family members and friends who would otherwise notice the abuse and offer help.¹⁹ As a result, abused women often lack critical social supports. Research has shown that targeted programs may decrease the likelihood of further abuse for domestic violence victims in the short run and lead to increased quality of life.²⁰

For clients who were interested in working through psychosocial needs, including domestic violence-related trauma and other emotional issues, My Door offered weekly hour-long counseling sessions with a qualified social worker.

- A total of 35 clients (24%) received 108 instances of domestic violence-related trauma counseling services with a My Door social worker.
- An additional 1,528 instances of general counseling services were received by 138 clients (95%).

My Door social workers also provided clients with support, encouragement, advocacy, life skills, pre-employment activities and referrals. For example, My Door Specialists and social workers accompanied clients to various appointments, such as public assistance, housing, and workforce development program appointments.

¹⁹ As cited in Bybee, D., & Sullivan, C.M. (2005). Predicting re-victimization of battered women three years after exiting a shelter program. *American Journal of Community Psychology*, 36, 85-96.

²⁰ Bybee, D., & Sullivan, C.M. (2005). Predicting re-victimization of battered women three years after exiting a shelter program. *American Journal of Community Psychology*, 36, 85-96.

Case Study: Jen

Jen came to My Door hoping to find employment in direct sales, building on past experience. She had moved into an apartment and felt full of optimism about the future. Soon after moving in, however, Jen hit a series of setbacks, starting with her working papers. Jen was referred to My Door from Sanctuary's Immigration Intervention Project, which had helped her to file papers to apply for a U-Visa. To qualify for a U-Visa application, Jen had participated in the prosecution of her batterer, who is now in jail.

At the time, U-Visa candidates who were certified by the District Attorney, like Jen had been, were required to wait four to six months for their legal work authorization to be approved. Unfortunately, due to scarce resources at the federal level, there were 13,000 pending applications for U-Visas. Jen was caught in this backlog, without the ability to obtain full-time formal employment, and unable to earn enough money in the informal economy to support herself and her son.

Jen's apartment soon became a place where she felt neither safe nor comfortable. During a very cold autumn, Jen went to My Door at her wits' end, letting the staff know that her apartment's heat had been off for more than a day, and that her son had developed a cough that she was very worried about. She was unable to get winter clothes out of storage because of a delayed payment through public assistance, and the storage company was threatening to auction off her belongings. Contacting her landlord about the heat only initiated a tirade from him because her HPD rent subsidy had been delayed, something over which Jen had no control. Jen, with My Door's assistance, called 311 and had a NYC Safety Inspector come to her apartment. He found a total of 26 health and safety code violations, including the problems with her heat. Unfortunately, her landlord dragged his feet in complying with their recommendations.

Additionally, Jen was having trouble with the Food Stamps she received for her son, which had not appeared as they should have on her EBT card. Jen was feeling desperate. Jen shared with her My Door Counselor, "Sometimes I just think it would be easier to just go back to him. I know that he could possibly kill me but.... When we lived with him he always had the refrigerator full and I never had to worry about what my baby was going to eat or what we were going to wear. It is just really hard to watch my baby live like this. Sometimes I don't think it's worth it." Jen also confessed that she was feeling like she might want to hurt herself—and because she knew no one could take care of her son like she could, she thought maybe she would take her son with her.

My Door staff took her to the psychiatric emergency room for immediate psychiatric attention. They helped Jen arrange temporary care for her son through a friend of hers, with whom she felt her son was safe. Due to My Door's status as mandated reporters, staff called the State Central Registry to alert them to Jen's condition, and conveyed to them the extensive pressures from which Jen was suffering. Through advocacy, My Door staff was able to get her Public Assistance and Food Stamps restored to proper levels and, with the help of partners at HRA and other City officials, ensure that her apartment met safety and health codes, with all violations fixed. My Door was able to connect Jen to additional counseling and support.

Unfortunately, Jen continues to face difficult circumstances, as her employment options remain limited. Despite this, Jen said she could still manage optimism about her future when she worked with My Door, and told the staff, "I wouldn't even be here if it weren't for Sanctuary and My Door. You guys saved my life."

2. Safety Planning

The threat of physical violence in or near the workplace can cause severe stress for domestic violence victims. In addition to the emotional damage caused by fear of violence, it can make it difficult for women to maintain stable employment, commonly resulting in absenteeism, distraction from work responsibilities, on-the-job accidents, and lower productivity.²¹ Therefore, it is critical that efforts be undertaken to secure employment for survivors with employers who will be sensitive to their circumstances and are able to offer employment assistance programs to help them cope.

Before My Door clients entered permanent housing, a detailed safety plan was developed. This service included planning around integration into the community and transitioning to work to ensure the safety of domestic violence victims. However, My Door staff learned that these original safety plans were insufficient for many clients because they were developed while clients were residing in shelter, at a time when their perceived level of safety was higher than after they began living independently. My Door staff worked with 39 clients (27%) to develop revised Safety Plans. For some clients, this plan was revised in response to resumed threats from their batterer, or abuse from a new partner. For others, the plan was revised to accommodate the change of schedule and lifestyle associated with new employment.

- All clients completed an initial Safety Plan upon enrollment.
- A total of 39 My Door clients (27%) received 202 instances of services related to community integration and work transitions, such as counseling and safety planning.

3. Child Care

Lack of affordable, reliable child care was a barrier to employment for approximately 35% of clients for at least a period of their My Door engagement. A publicly-funded child care voucher from HRA was available to the majority of public assistance recipients. Because these vouchers were not a solution for My Door clients not on public assistance, by its second year, the program piloted a small grant project to help clients pay for child care during engagement in training or education programs to promote further engagement in workforce development activities and enhance employment outcomes.

- The number of clients actually receiving an HRA child care voucher was not recorded; 21 clients (14%) received advocacy services from their Specialist in order to support their application for this support.
- Three clients (2%) received one of these child care grants funded by Sanctuary for Families.

4. Referrals to Specialized Providers

Additional supportive services such as referrals to appropriate outside providers for services such as education, recreational activities, and individual and group counseling were made when needed.

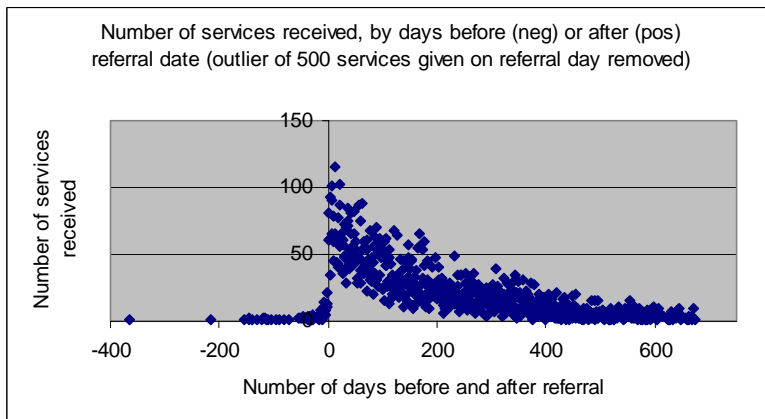
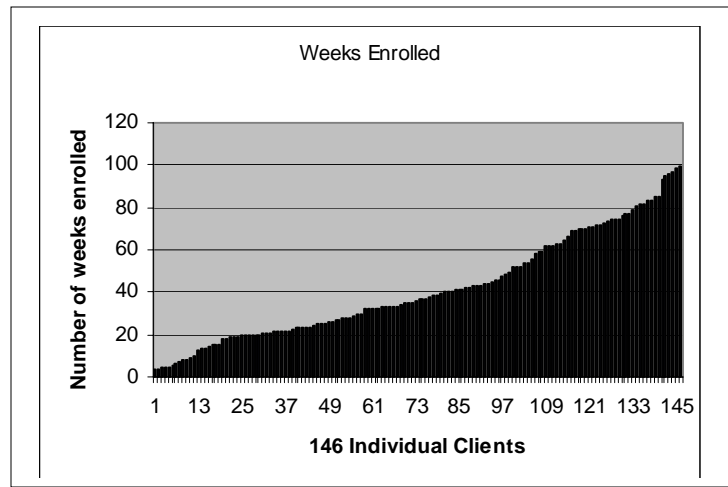
²¹ Bowman, C., & Paul, R. (2005). EAP's domestic violence role. *Behavioral health management*. 25(4), 38-41.

Referrals to psychiatric professionals were also made so My Door participants could obtain psychiatric evaluations and psychological therapy, medication, and prescription management.

F. Client Engagement

Of the 146 clients enrolled, only four stayed enrolled for less than one month. Forty-six clients (32%) stayed enrolled in My Door for more than one year. The length of client engagement periods was evenly distributed within this range.

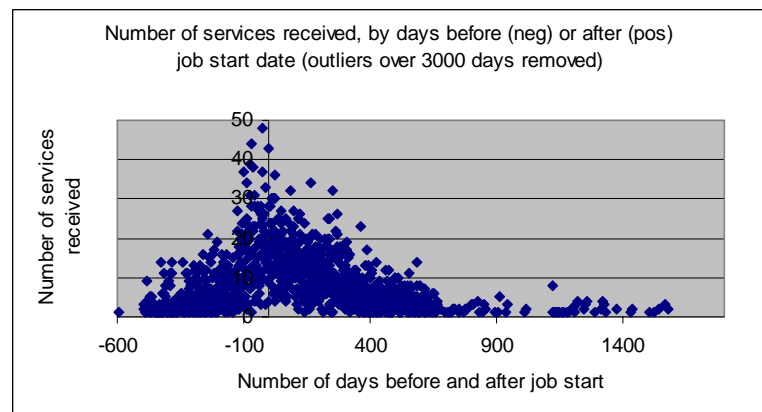
My Door intended to work with each client at least once per week (preferably in-person, but phone conversations also occurred). Of all enrolled clients, nine percent checked in at least once a week during the period they received services (not including cancelled appointments). My Door defined a client’s “non-engagement” as three unanswered attempts at communication. After these attempts, a letter was mailed to non-engaged clients informing them of their disenrollment from My Door but welcoming them to contact the staff again in the future.



Most clients received the highest density of services during the period between their initial referral to My Door and 30 days after their referral to My Door. Overall, 18% of all instances of My Door services were provided between referral and 30 days after referral for each client. This trend reflects My Door’s program model, which entailed the infusion of financial stability services starting at the point of the client’s

referral. Pre-enrollment stability activities included personal economics workshops to shelter residents, benefits screening, initial assessments of stability, budget counseling, and the provision of giveaways or financial assistance to help with new apartment costs.

The weeks before and after a participant’s job placement were also high-service periods. Interview preparation, frequent phone calls and updates, counseling during the first week on a new job, and celebrations of success were all provided during these periods.



V. My Door Client Outcomes

The My Door pilot program sought to achieve the following outcomes for its clients:

1. **Remain stably housed for the duration of the pilot after exiting shelter** by helping clients:
 - Meet the mandates of their housing subsidy program (including Work Advantage, Section 8, and/or NYCHA subsidies).
 - Handle other potential causes of eviction (e.g., landlord negligence or harassment) or relocate to permanent housing should apartment conditions force such a move.
2. **Sustain family safety and stability for the duration of the pilot after exiting shelter** by helping clients:
 - Avoid placement of their children in foster care.
 - Create and maintain concrete strategies that successfully prevent further batterer-related violence to themselves and their children.
 - Participate in clinical treatment and support the participation of their children in clinical treatment, as appropriate, to address the potentially derailing after-effects of trauma on their own employability and on their children's development, behavior, and school attendance and progress.
3. **Stay safely and stably housed after the conclusion of the 24-month grant period** by ensuring clients obtain:
 - Job readiness training, employment-related services, and access to quality job opportunities.
 - A job permitting payment of market rent as well as other basic family living expenses at the end of the 24-month period.
 - Access to core work supports required to remain successfully employed and economically self-sufficient in the long run (e.g. child care).
 - A new lease in the same or comparable housing.
 - Assistance developing a realistic plan for managing a post-subsidy housing budget.

A. Housing Outcomes

One of My Door's goals was to help all clients successfully maintain their housing subsidies (and their housing) for the 24-month period following their exit from shelter; and to have the economic means and the options to remain in the same (or comparable) housing thereafter.²²

- During the length of the My Door pilot program, only one client re-entered shelter.
- Three clients moved from an Advantage-supported apartment into a Section 8 voucher apartment.

²² Families enrolled in HRA Advantage must be able to continue to meet market rent, as well as covering all other expenses *even after the subsidy expires*. Families with Section 8 and NYCHA vouchers must be able to continue paying one third of household income towards rent, while also covering all other basic household costs.

- One moved from an Advantage-supported apartment back into a DV shelter and finally into a NYCHA Apartment.

B. Family Stability Outcomes

The My Door Work Group had anticipated that safety issues, substance abuse, or other child welfare concerns would threaten the family stability of domestic violence survivors in the absence of a comprehensive intervention like My Door.

- During the pilot, 17 clients (12%) required My Door staff assistance with interactions with the NYC Administration for Children’s Services, which administers child welfare and foster care programs for the city.
- Only one My Door client lost custody of her child, after expressing suicidal ideations as a result of depression and stress. This client’s child was returned to her custody within two weeks.
- 145 clients (99%) achieved family stability (i.e. maintained custody of their children) throughout length of program.

C. Employment Outcomes

Twenty-two My Door participants had obtained jobs prior to enrollment while 43 others obtained a job after enrollment. Participants took from two weeks to 497 days to acquire employment after enrollment; the time needed to secure job placement varied based on each client’s skills, service needs, and employment interests.

The chart below provides key employment outcomes. In summary, of the 146 clients:

- 65 clients (45%) were employed during the program, having gained a job either before enrollment or during the course of My Door services.
- By the close of the program in August 2010, 52 clients (36%) were employed. At that time, the average hourly wage of clients’ most recent jobs was \$10.29 per hour. The average number of hours per week was 27.5 hours, resulting in an average weekly wage of \$279.
- Of the 65 clients who worked, 51 (78%) worked for at least three months (consecutively and non-consecutively) during their enrollment.

Key Employment Outcomes	# clients	% enrolled clients
Number of enrolled clients	146 clients	100%
Number of clients who acquired a job before program start	22 clients	15%
Number of clients who acquired a job during the program	43 clients	29%
Total number of clients employed during the program	65 clients	45%
Number of clients whose first job ended	25 clients	17%
Number of clients who acquired a second job	21 clients	14%

Number of clients employed at close of program/un-enrollment	52 clients	36%
Average hourly wage of most recent job (ongoing or not)	\$10.29	-
Average weekly hours of most recent job (ongoing or not)	27.5 hours	-
Average weekly wage of most recent job (ongoing or not)	\$279.00	-
Average weeks employed as of 7/31/10 (post-enrollment non-consecutive employment)	41.7 weeks	-

1. Types of Employment

My Door clients gained employment in a variety of industries and occupations. The most common occupation gained by a My Door client during the program was home health aide (23 jobs, with an additional five other jobs in the healthcare field). Clerk and concession worker jobs were also common (17 jobs). Clients worked in day care settings, as customer service representatives, in security, and in an array of other positions.

Sixteen clients increased their weekly wages with their second jobs. Eight clients' weekly wages decreased in their second jobs. Examples of job upgrades include a cashier at Hale & Hearty who increased her hourly wage and weekly hours in a new position preparing food at Whole Foods. A packager making \$8.50 an hour upgraded to a union position as an asbestos handler making \$35 per hour. A part-time hairdresser took a new job making less per hour but working fulltime in order to increase her weekly wages.

2. Factors that Impacted Employment Outcomes

- Length of Enrollment:** One variable that was positively correlated with employment outcomes was the length of enrollment in My Door. Clients who were able to engage with the program for longer periods of time were more likely to obtain employment. Clients who disengaged from services or enrolled closer to the end of the two-year pilot were less likely to obtain employment. As previously noted, 46 clients stayed enrolled in My Door for more than one year.

Case Study: Marjorie

Marjorie came to My Door already certified as a Home Health Aide with work experience. She was eager to get back on track with her nursing studies to work toward her dream of becoming a Registered Nurse. She had a tough tale to tell: a childhood marked by physical, sexual, and emotional abuse from a number of relatives, a past history of suicidal ideation, and a brutal relationship with her son's father, which included abuse from his extended family, from which she barely escaped with her life. Marjorie felt stuck, lacking inspiration from her work assignment for public assistance and worried that she could never get back to work. Through My Door, she worked with a Specialist to find a position as a Home Health Aide, and to enroll in Bronx Community College to continue her studies in nursing. She began counseling at My Door to work through several emotional issues, particularly her experiences of childhood abuse. Marjorie is on her way to economic independence, and thanks in large part to My Door, she shared that she felt more secure and very hopeful that there was real change happening in her life.

- **Engagement in Services:** The 51 clients who retained employment for more than three non-consecutive months accessed a similar number of instances of services per person (135) as the 14 clients who did not retain employment for this long (153). In contrast, enrolled clients who did not work at all accessed only 55 instances of services per person (although these clients were enrolled for a shorter period of time on average). This discrepancy is tied to the fact that those who did not work were enrolled for many fewer weeks than those who worked; some un-enrolled earlier and others enrolled late in the program. Engagement in services, therefore, serves as an indicator that initial job placement was correlated with length of enrollment in the program.
- **Relationship between Counseling and Employment Outcomes:** Clients were offered a variety of counseling services, some specifically related to domestic violence abuse (“DV counseling”). In terms of employment outcomes, those who received DV counseling during the program were significantly more likely to be employed during the program than those who didn’t (72% versus 37%). Despite this difference between the groups, wages and hours worked were very similar. Those who received DV counseling were enrolled in the program an average of 52 weeks, compared to 39 weeks for those who did not receive DV counseling.
- **Initial referral from Emergency Domestic Violence Shelter versus Transitional Shelter:** Of the 146 enrollees, 71 entered My Door immediately after residing in an HRA domestic violence emergency shelter, 51 had previously resided in a Tier II transitional shelter, and 24 came from unspecified sources. Those coming from emergency shelter who stayed until the end of the program averaged a total enrollment of seven weeks less than their Tier II counterparts (56 weeks for those from emergency shelter, 63 weeks for those from Tier II), meaning they enrolled in the program later. Those who unenrolled did so at about the same time, whether they came from emergency or Tier II shelter, after 34 weeks from emergency shelter and 35 weeks from Tier II. In addition, those coming from Tier II shelter earned, on average, \$39 more per week than those coming from emergency shelter.

VI. Comparable Programs

A national scan of domestic violence service providers revealed that very few programs exist that offer integrated workforce, housing, and family stability interventions to domestic violence survivors. In New York City, services comparable to those at My Door exist through a network of HRA-supported non-residential programs. Outside of New York City, five comparable programs were identified, but only two were still in operation and could provide detail about their program model. These two programs used slightly different operational models. The first, Options/Opciones in Chicago, was a TANF-based model in which domestic violence advocates enroll clients and offer services on-site at a local TANF office. The second, Kraft Domestic Violence Service Project, was based in a workforce development center but relied on collaboration with a TANF office. In comparison, the My Door pilot program was based at a nonprofit that exclusively serves domestic violence survivors.

In New York City, job readiness training and job placement services are relatively new additions to after-care services for domestic violence survivors, introduced by the 2006 Task Force on Domestic Violence and Permanent Housing.

A. Options/Opciones

Project Design: This pilot project was designed to help domestic violence victims fulfill the TANF mandate of self-sufficiency²³ and operated in collaboration with the Illinois Department of Human Services, Rainbow House, and Mujeres Latinas en Acción.²⁴ The project was based in an inner-city community on the west side of Chicago.²⁵ TANF participants who identified themselves as domestic violence victims were given the opportunity to participate in Options/Opciones with one of the project's domestic violence advocates through the on-site intake process at the local TANF office.²⁶

Interventions: After intake, services were provided in an off-site location where participants received individual counseling, group workshops on welfare-to-work transitions, and case management for related needs (legal, medical, education/training, child care, housing, and food).²⁷ After each client's needs were identified, domestic violence advocates worked with them to obtain the services they needed at agencies that were sensitive to the predicament and needs of domestic violence victims.²⁸ Follow-up sessions with domestic violence advocates included counseling, problem solving, strategizing, goal setting, and referrals to outside agencies.

²³ Rebekah Levin, Less than Ideal: The Reality of Implementing a Welfare-to-Work Program for Domestic Violence Victims and Survivors in Collaboration with the TANF Department, *Violence Against Women*, Vol. 7 No. 2, February 2001, pages 211-221. Available at <http://www.impactresearch.org/publication/publicationdate.html>.

²⁴ *Id.*

²⁵ *Id.*

²⁶ *Id.*

²⁷ *Id.*

²⁸ *Id.*

Outcomes: Fifty-six percent of participants who attended at least one follow-up session were involved in work activities.²⁹ Thirty-six percent secured paid employment, nine percent entered vocational training programs, and 11% were involved in educational training.³⁰

B. Kraft Domestic Violence Services Project

Program Design: The Kraft Domestic Violence Services Project began in October 2000 and continued through the end of 2002 at workforce services sites in Chicago, Houston, and Seattle.³¹ The project focused on addressing barriers to training and employment resulting from domestic violence.³²

Interventions: Domestic violence counselors at the employment services agencies provided services to participants, including counseling, crisis intervention, safety planning, support groups, legal and court advocacy, and referrals to other services.³³

Outcomes: Of the 243 respondents who completed the first interview, 24.7% reported having no income at all; 51.0% reported TANF as a source of income; 7.8% reported income from full-time employment; and 4.9% from part-time employment. Public benefits programs such as food stamps, child care assistance, and unemployment insurance were reported as sources of income by 41.2% of respondents. The median monthly income was \$440 (\$506 mean). Most of the counselors' time was devoted to individual and group counseling and legal advocacy. For the participants who completed the three-month follow-up interview, counselors reported having provided a median of 11.5 hours of services per participant (mean of 19.9 hours).³⁴ At the nine-month follow-up, 54.7% of participants were employed.³⁵

My Door and the two programs described sought to deliver the services domestic violence survivors needed to overcome barriers to employment and achieve self-sufficiency. In the Kraft program, participants were asked to define their own self-sufficiency goals. These goals ranged from finding a "good solid career" to being able to "move up in the workplace."³⁶ By contrast, the My Door pilot set a uniform self-sufficiency goal for all clients: a living wage. Based on this definition, My Door was able to achieve self-sufficiency for only approximately three clients. However, of the My Door clients who secured employment, the median monthly income was \$1,188. This income is solely reflective of income derived from employment. Kraft program participants earned a median income of \$440 per month. This income included sources other than employment, namely TANF.

²⁹ Rebekah Levin, *Less than Ideal: The Reality of Implementing a Welfare-to-Work Program for Domestic Violence Victims and Survivors in Collaboration with the TANF Department*, *Violence Against Women*, Vol. 7 No. 2, February 2001, pages 211-221.

³⁰ *Id.*

³¹ Lise McKean, *Self-sufficiency and Safety, The Case for Onsite Domestic Violence Services at Employment Services Agencies*, Center for Impact Research, October 2004. Available at <http://www.impactresearch.org/publication/publicationdate.html>.

³² *Id.* at 5.

³³ *Id.* at 20.

³⁴ *Id.* at 12.

³⁵ *Id.* at 23.

³⁶ *Id.* at 13.

All three programs offered a range of services to domestic violence survivors. These services ranged from housing and food assistance to counseling and legal advocacy. In the Kraft Program, 72% of clients requested counseling services, 59% requested help with food and clothing, 54% requested housing assistance, and 14.2% requested legal advocacy. In the My Door Program, 94% of clients requested counseling services, 27% requested housing assistance, and 45% requested legal advocacy. In addition, the Kraft program distributed discretionary funds to clients to cover costs such as clothing, haircuts, and transportation, which are often barriers to participants' job-readiness. Through the My Door pilot, both financial assistance and in-kind material support were made available to clients for such expenses.

Program intake location greatly influenced the success of the programs. The Options/Opciones pilot operated out of a TANF office and achieved 36% placement in paid employment for those participants who attended one follow-up interview.³⁷ In this program, all TANF participants were screened for domestic violence issues by TANF staff and subsequently referred to the Options/Opciones domestic violence advocates located in the TANF office for intake. The program was negatively impacted by communication obstacles between TANF staff and Options/Opciones staff. TANF staff did not initially understand the advocates' specialized role for domestic violence survivors, believing instead that these staff were social workers tasked with addressing any social service need.³⁸ This issue was resolved through further communication and training. However, a larger obstacle was the TANF staff's perceptions of domestic violence survivors: many did not feel experience with domestic violence warranted special services.³⁹ What remains an open question for this program was whether the perceptions of TANF staff could be changed or whether the program model was simply "inappropriate given the dynamics of the [local TANF] office."⁴⁰

The resistance to providing special services to domestic violence survivors found in the TANF offices where the Options/Opciones pilot was based was not an issue faced by the Kraft program. The Kraft domestic violence advocates were based in workforce development agencies, and in the words of one employment services agency manager involved in the Kraft program: "We feel a great loss over the end of the Kraft program. It is a model that clearly works. We have a higher placement and retention rate for domestic violence victims than before the program."⁴¹ Sensitivity to domestic violence issues was developed through training of employment agency staff who from the outset understood that there were obstacles to retaining domestic violence survivors, who often did not follow up with off-site referrals and were a challenge to support in their employment.⁴² Employment service agency staff felt relieved that they could rely on onsite social service staff who specialized in providing intensive services to domestic violence survivors.⁴³

³⁷ Rebekah Levin, *Less than Ideal: The Reality of Implementing a Welfare-to-Work Program for Domestic Violence Victims and Survivors in Collaboration with the TANF Department*, *Violence Against Women*, Vol. 7 No. 2, February 2001, pages 211-221 (page 3 of PDF).

³⁸ *Id.* at 5-6.

³⁹ *Id.* at 5-6.

⁴⁰ *Id.* at 6.

⁴¹ Lise McKean, *Self-sufficiency and Safety, The Case for Onsite Domestic Violence Services at Employment Services Agencies*, Center for Impact Research, October 2004, at 25.

⁴² *Id.* at 24-25.

⁴³ *Id.* at 24.

My Door did not face issues of sensitizing staff to domestic violence issues because it was based at Sanctuary for Families, a non-profit dedicated to serving domestic violence survivors. As most services were provided in-house at Sanctuary, the My Door program model had at all points of its service provision professionals who specialized in issues facing domestic violence survivors. My Door discovered that onsite recruitment worked better than offsite referrals. The My Door referral system was slow in moving potential clients into the program when the program relied on shelter staff or other service providers to refer their clients off-site to the My Door program. However, once My Door staff began to visit shelters and directly advertise their services to potential participants, referrals and enrollment increased.

VI. Findings, Recommendations and Conclusions

A. Economic Realities

The difficult economic environment—produced by the severe recession in 2008-09—during which the My Door pilot operated made achieving employment outcomes particularly challenging. My Door’s implementation coincided with a severe economic downturn that had a considerable impact on the New York region. Specifically, New York State went into recession in August of 2008 and lost 263,500 private sector jobs from that point through January 2010.⁴⁴ According to the New York State Department of Labor, the State’s December 2009 unemployment rate of nine percent was the highest unemployment rate in New York State over the past 26 years. Furthermore, by the end of 2009, New York City’s unemployment rate climbed to 10.5%.⁴⁵

Increased job competition in this economic environment made it even more difficult for job seekers to gain employment. In fact, national research points to the fact that there were 6.4 job seekers for every available job in November of 2009, the middle of the My Door pilot period.⁴⁶ By comparison, this ratio of job seekers to job openings was estimated at 1.7 in December 2007.⁴⁷

Forty-eight percent of My Door clients (51 out of 106 enrollees who responded) faced the barriers of having limited or no work experience. Not only did My Door clients have to overcome their existing barriers to employment, but they also faced the additional challenge, presented by the spike in unemployment that began in the fall of 2008, of competing with a much larger pool of job applicants, some of whom had more professional experience, additional job training, and higher skill levels.

At the time of enrollment, 74% of participants were assessed by My Door staff to be job ready (“very” or “quite” ready) or already employed at the time of enrollment and five percent of participants were assessed to be “not job ready.” Because only 44% of clients eventually gained employment during My Door, the optimistic initial assessment of job readiness is noteworthy.

Effective August 1, 2010, DHS made significant changes to the Advantage Program.⁴⁸ Going forward, domestic violence survivors leaving shelter would be required to work at least 20 hours per week and also engage in 15 hours of work-related, HRA-approved activity each week while in shelter to qualify for the standard Work Advantage subsidy.⁴⁹ In terms of rent contributions, the changes require tenants to pay 30% of their income towards rent in the first year.⁵⁰ While these changes were not made

⁴⁴ “New York State’s Unemployment Rate Climbs to 9.0 Percent in December,” New York State Department of Labor, Press Release, January 21, 2010.

⁴⁵ <http://www.nytimes.com/2010/07/16/nyregion/16jobs.html?scp=3&sq=city%27s%20unemployment%20rate%20ell&st=cse>

⁴⁶ http://www.epi.org/analysis_and_opinion/entry/number_of_job_seekers_per_job_opening_rises_to_6.4_in_november/

⁴⁷ *Id.*

⁴⁸ http://www.nyc.gov/html/dhs/html/rent/advntNY_about.shtml

⁴⁹ Briefing Paper of the Legislative Division, Committee on General Welfare, April 15, 2010, p. 5.

⁵⁰ http://www.newdestinyhousing.org/housinglink_online/AdvantageNY.htm

effective during the course of the My Door program, future programs will need to incorporate additional resources for survivors while they are still in shelter to address the new obligations that this housing subsidy requires of recipients. The effect of these Advantage changes remains to be seen.

By December 2010, 20 My Door clients reached the end of their two-year housing subsidy. Only 14 of these clients were employed at the end of their My Door engagement, with a median weekly income of \$300.

B. Outreach and Recruitment

Of the 685 potential My Door clients, 208 were screened and, of those, 146 people enrolled during the 2008-2010 pilot period. Among those screened, the overall similarities between those who enrolled and those who did not enroll suggest that My Door effectively recruited a representative group of clients who faced barriers characteristic of the larger population of domestic violence survivors leaving shelter. The makeup of the group of enrollees was very similar to that of those screened who did not enroll (“non-enrollees”). For example, based on staff and client assessment, there was very little difference between the job readiness of enrollees and non-enrollees. The two groups also exhibited similar levels of the following barriers: limited English proficiency, lack of high school diploma or GED, limited or no work history, unmet legal needs, open legal case, criminal conviction, substance abuse, and severe medical issues. Enrollees did exhibit slightly greater financial literacy barriers and credit barriers. Sixty-three percent of enrollees had a financial literacy barrier versus 51% of non-enrollees; 79% of enrollees had a credit barrier versus 68% of non-enrollees.

Additionally, characteristics of clients who previously resided in DV emergency shelters were similar to those who resided in Tier II shelters before My Door enrollment. One of the only differences in these client profiles was that 18% of those coming from emergency shelter had a job at enrollment; only ten percent of those coming from Tier II shelters had a job.

Based on lessons learned from the My Door pilot, future domestic violence after-care programs should consider the following recommendations to ensure effective outreach and recruitment:

- **Improve the referral process:** Shelter staff often face significant workloads, forcing them to focus on pressing daily issues, leaving little time to think about after-care services. My Door staff found it helpful to create an abbreviated referral form to ease the administrative burden on shelter staff. In addition, requiring shelter staff to inform all eligible clients of the domestic violence after-care program would improve referral rates and ensure that eligible individuals are not overlooked.
- **Engage clients as early as possible:** Once My Door staff began to visit shelters and directly advertise its services to potential participants, referrals and enrollment increased. By engaging with clients early in the process, program staff were often able to help them avoid problems typical of the transition from shelter to independent housing. Several My Door clients were referred to the program by shelter staff after having been discharged when they were facing a crisis situation. The pilot revealed that such situations can be mitigated if clients work on a service plan with program staff as early as possible.

- **Dedicate staff specifically to recruitment:** It is typical for program staff to juggle several roles. They may provide a variety of services for clients, including case management, public benefits advocacy, job readiness training, financial literacy counseling, housing advocacy, and mental health counseling. By relieving case management staff of the tasks related to recruitment, they would be able to better serve current clients. It would also allow recruitment staff to undertake a more comprehensive and systematic outreach plan.

C. Program Operations

- **Provide additional operational support:** Discussions with staff revealed their exhaustion by the end of the pilot period due primarily to high caseloads. They suggested that it would have been beneficial for the program to have a Director to manage relationships with HRA and DHS, as well as a Program Manager to oversee the day-to-day activities of the staff. The program would also have benefited from improved screening tools to identify client needs and appropriate services at the point of intake, as well as clear communication guidelines for follow-up to articulate, for example, when follow up should occur and when a case should be closed.
- **Divide responsibilities:** My Door’s primary case managers (the Economic Empowerment Specialists) provided more than 2,000 instances of services to help clients address public assistance and housing issues. Assuming each service took approximately 30 minutes to complete, approximately 1,000 hours—the equivalent to 143 full days—were spent on these services. While these services were necessary to help clients maintain stability, they were not part of the role of the Specialist as originally defined. If Specialists had not been responsible for benefits advocacy, they would have been able to focus more directly on employment-related outcomes. An evaluation of outcomes and collection of feedback from staff and stakeholders indicate that staffing for such a program should be modified to include the following specialized positions:
 - A Job Developer to develop relationships with employers and cultivate job opportunities;
 - A Benefits and Housing Advocate to manage the advocacy services that My Door clients required; and
 - An Outreach Coordinator to ensure that shelter staff effectively target and recruit appropriate clients.

The addition of these positions would ensure that the Specialists could focus solely on economic empowerment coaching, appropriate referrals and follow-up, and personalized service delivery for clients. Additionally, employment outcomes would likely improve with this focus on targeted services.

- **Locate services in home communities:** Engaging domestic violence survivors before they left shelter resulted in higher enrollment and increased engagement in My Door services. However, the majority of services were provided at the Sanctuary for Families main office. This

resulted in many services being conducted over the phone, and clients tended to engage primarily during times of crisis. Service delivery could be further enhanced by the establishing a fully functional satellite office to provide services either in or close to clients' home communities. This would encourage higher levels of proactive engagement in services such as career planning and budget counseling.

- **Provide services for those with criminal convictions:** Three clients had involvement with the criminal justice system. Most of the workforce development programs that have the relationships and skills to address this barrier to employment are focused on helping males; however, domestic violence survivors cannot be referred to male-focused workforce programs, leaving few options for My Door staff. Targeted workforce development services for females with criminal convictions would have been helpful in these cases.
- **Make services available for at least two full years for all clients:** One variable that significantly impacted employment outcomes was the length of enrollment in My Door. Clients who did not find employment were more likely to have left the program before completion. This was primarily the result of enrolling in My Door close to the end of the two-year pilot, indicating that clients who are willing and able to receive services for a full two years are more likely to attain and maintain employment. It is unclear, however, if even a full two years is sufficient for women facing such complex barriers to self-sufficiency. A longer-term perspective may be needed to better understand the effectiveness of programs working to encourage employment and self-sufficiency among domestic violence victims.⁵¹
- **Improve recording of outcomes:** It would have been useful to place more emphasis on recording a wide range of outcomes, not just those related to employment and housing. There were many positive outcomes that occurred as a result of the My Door interventions, such as helping clients resolve problems related to their public assistance cases and housing. However, these outcomes were not recorded because of the emphasis on employment.

D. Systemic Recommendations

- **Compensate for changes to DV Advantage:** Effective August 1, 2010, DHS made significant changes to the Advantage Program.⁵² Going forward, domestic violence survivors leaving shelter will be required to work at least 20 hours per week and also engage in 15 hours of work-related, HRA-approved activity each week to qualify for the standard Work Advantage subsidy.⁵³ In terms of rent contributions, the changes require tenants to pay 30% of their income towards rent in the first year.⁵⁴ Due to their unique experiences and needs, some domestic violence survivors can find it challenging to meet all these requirements. Without the special allowances made under the original DV Advantage program—including a six-month

⁵¹ As cited in Riger, S., & Staggs, S.L. (2004). Welfare reform, domestic violence, and employment: what do we know and what do we need to know?. *Violence Against Women*, 10(9), 961-990.

⁵² http://www.nyc.gov/html/dhs/html/rent/advntNY_about.shtml

⁵³ Briefing Paper of the Legislative Division, Committee on General Welfare, April 15, 2010, p. 5.

⁵⁴ http://www.newdestinyhousing.org/housinglink_online/AdvantageNY.htm

extension to secure employment after obtaining housing—some survivors will likely have much more difficulty achieving housing stability reduced opportunity to engage in counseling and workforce development activities, and—in the worst-case scenario—little choice but to return to their batterer or the City homeless system. HRA should allocate additional resources to the ADVENT program, HRA-supported nonresidential programs, and any potential successors to My Door in anticipation of an increased need for intensive services related to employment, housing, financial stability, and counseling.

- **Extend ADVENT designation to all domestic violence survivors on public assistance leaving the shelter system:** Like DV Advantage, ADVENT was instituted in recognition of DV survivors’ unique challenges and concerns, allowing them to access services critical to their long-term well-being while complying with public assistance work requirements after they leave the shelter. Access to ADVENT could help survivors leaving the shelter system navigate the public assistance system and receive the counseling and employment assistance they need without violating work requirements. Therefore, HRA should ensure that all interested and eligible domestic violence survivors leaving shelter have access to ADVENT in the future.
- **Improve coordination between HRA and DHS concerning Advantage subsidy rent payments:** Approximately ten percent of My Door clients experienced a lapse in rent payments as a result of Advantage subsidy administrative errors, a situation that resulted in petitions of nonpayment and threat of eviction. In most cases, these errors occurred after the third month of the lease, when responsibility for payment to landlords shifts from HRA to DHS. My Door staff advocated with HRA and DHS on behalf each affected client and successfully resolved the payment disputes in each case. Improving coordination between voucher payment mechanisms would help remove a stressful barrier to housing stability and free up time for domestic violence survivors and program staff to focus on employment and financial stability services.
- **Improve monitoring and regulation of landlords participating in the Work Advantage housing subsidy program:** Several My Door clients faced difficulties with their landlords, such as harassment and the imposition of “side-deal leases,” requiring clients to pay extra cash to the landlord to retain the apartment. Such obstacles can be devastating to a domestic violence survivor attempting to establish financial and housing stability. While DHS actively advises Work Advantage participants not to engage in “side-deal leases,” the practice persists. A formal initiative to hold landlords accountable for unscrupulous behavior could help reduce barriers to financial and housing stability for survivors.
- **Make child care voucher available to domestic violence survivors not on public assistance:** Lack of affordable, reliable child care was a barrier to employment for approximately 35% of My Door clients. Expanding HRA’s child care voucher to include survivors not on public assistance would allow a greater number of survivors to engage in workforce development activities and would likely improve employment outcomes.

- **Ensure access to counseling and support services for domestic violence survivors transitioning out of the shelter system:** Domestic violence shelters provide survivors access to counseling, group sessions, and other support services. Once living independently in permanent housing, however, some My Door clients again suffered from ongoing stalking or abuse, and this became a severe barrier to employment. It is therefore vital that survivors have continued access to social and legal services following their transition from shelter to a housing subsidy program. My Door social workers provided clients with 108 instances of counseling services; social workers and case managers also provided support, encouragement, advocacy, life skills training, pre-employment activities, and referrals. My Door clients also received 202 instances of services related to community integration and work transitions, including safety planning. Domestic violence shelters and HRA should coordinate with successors to My Door in order to ensure continuity of services and supports or, in the absence of a successor program, establish formal partnerships with community-based social service providers and a referral system for clients in need of psychosocial evaluation and continued services.

- **Reconvene My Door Working Group to review recommendations and oversee implementation:** The My Door Working Group, comprised of representatives from HHS, ODVEIS, Seedco, and Sanctuary for Families and chaired by UWNYP, should reconvene to review the above recommendations and develop an implementation plan to ensure that the lessons learned from the My Door program translate into improved after-care services and outcomes for domestic violence survivors exiting the shelter system.

Appendix A: Glossary of Terms

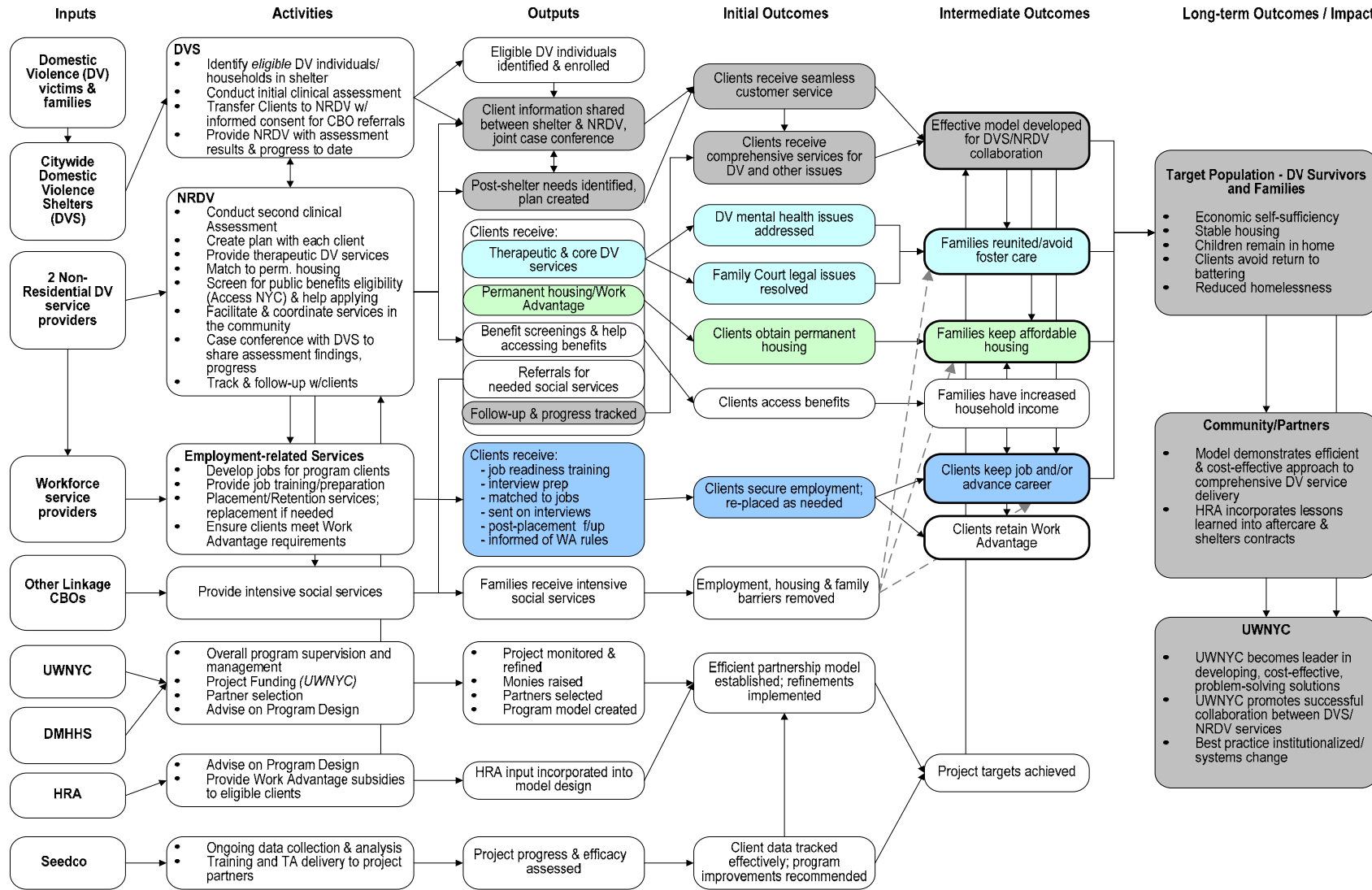
Term	Definition
After-care services	Services provided to domestic violence survivors exiting or having exited shelter.
CitiGroup	CitiGroup's "CitiLegal Pro Bono Initiative" began in 2005 to encourage its legal staff to do pro bono legal work. In 2006, Citi lawyers provided representation and financial education to domestic violence survivors at Sanctuary for Families. See http://www.corporateprobono.org/archive/resources/resource1411.pdf .
DHS	New York City Department of Homeless Services
Domestic Violence Advantage program	A rental subsidy program tailored to domestic violence shelter residents giving them up to six months after securing permanent housing to find employment. This program was eliminated on August 1, 2010.
Domestic Violence emergency shelter	Victims are housed in emergency shelters before moving on to transitional shelters or permanent housing. Victims are screened via telephone to determine eligibility for emergency shelter. New York City currently has 2,081 confidentially located emergency shelter beds in 39 shelters available for victims of domestic violence. The beds are housed in community living arrangements and are operated by nonprofit organizations and administered by the New York City Human Resources Administration (HRA).
Domestic violence transitional shelter	Also "Tier II" shelter. Victims can be moved from emergency shelter to transitional shelter, and maximum lengths of stay are longer in transitional shelters than in emergency shelters. Transitional shelter offers domestic violence victims and their children supportive services to facilitate their transition to independent living, such as job training, child care assistance, computer training, peer counseling, and support groups. There are four confidential transitional programs in NYC for victims of domestic violence and their children with 202 units located in seven shelters funded and administered by HRA. Transitional shelter offers residents job training, child care assistance, computer training, peer counseling, and support groups to help victims of domestic violence make the transition to independent living.
Financial Planners Association of New York (FPANY)	FPANY provides free financial planning seminars to indigent or low-income clients and works in partnership with social services agencies to create meaningful seminars for their client base. See http://www.fpany.org/displaycommon.cfm?an=12 .
HPD	New York City Department of Housing Preservation and Development
HPD set-asides	New construction or substantial rehabilitation of permanent supportive housing projects with HPD approved on-site services that are developed by non-profit sponsors.
HRA	New York City Human Resources Administration

HRA non-residential programs	New York City Human Resources Administration operates programs that offer counseling groups, information about domestic violence, referral to specialized services, advocacy in court and for public benefits, as well as community outreach to domestic violence survivors not residing in shelter.
Hunts Point Workforce1 Career Center	New York City's Workforce1 Career Centers connect employers to a skilled workforce and provide training and placement services to the City's adult workforce. Workforce1 Career Centers are located throughout the five boroughs and provide jobseekers with a full array of employment services, including job placement, career counseling, professional development, and access to training opportunities.
Jewish Home and Hospital Lifecare System	Jewish Home Lifecare provides healthcare services and assistance for elders. See http://www.jewishhome.org .
Living wage	A living wage requires a wage and benefits package that takes into account the area-specific cost of living, as well as the basic expenses involved in supporting a family. For a living wage range in NYC see http://www.livingwagennyc.org .
Neighborhood Economic Development Project	A resource and advocacy center that works with community groups to promote financial justice in New York City's low-income communities and communities of color. See http://www.nedap.org .
NY/NY III supportive housing	In November 2005, Mayor Michael Bloomberg and Governor George Pataki signed NY/NY III, committing to create 9,000 units of supportive housing for a variety of disabled homeless people in New York City over ten years.
NYCHA	New York City Housing Authority
Project Enterprise	This organization supports and develops entrepreneurs and small businesses in under-resourced communities in New York City by providing access to business loans, business development services, and networking opportunities. See http://www.projectenterprise.org .
Supportive housing	Permanent, affordable housing linked to supportive services.
The Grace Institute	Grace Institute provides tuition-free, practical job training in a supportive learning community for underserved New York area women of all ages and from many different backgrounds. See http://www.graceinstitute.org/programs.asp .
VIP Managed Work Services of New York	VIP offers a continuum of services including behavioral health, physical health, prevention, transitional and supportive housing, and vocational/educational services. As an outgrowth of VIP services, MWSNY has been actively engaged in providing staffing services and solutions for businesses throughout New York City, while creating access to jobs and career pathways for the people it serves. MWSNY offers multiple products including temporary staffing, temporary-to-permanent staffing, direct placement staffing, and human resources consulting.
Tier II shelter	See DV transitional shelter

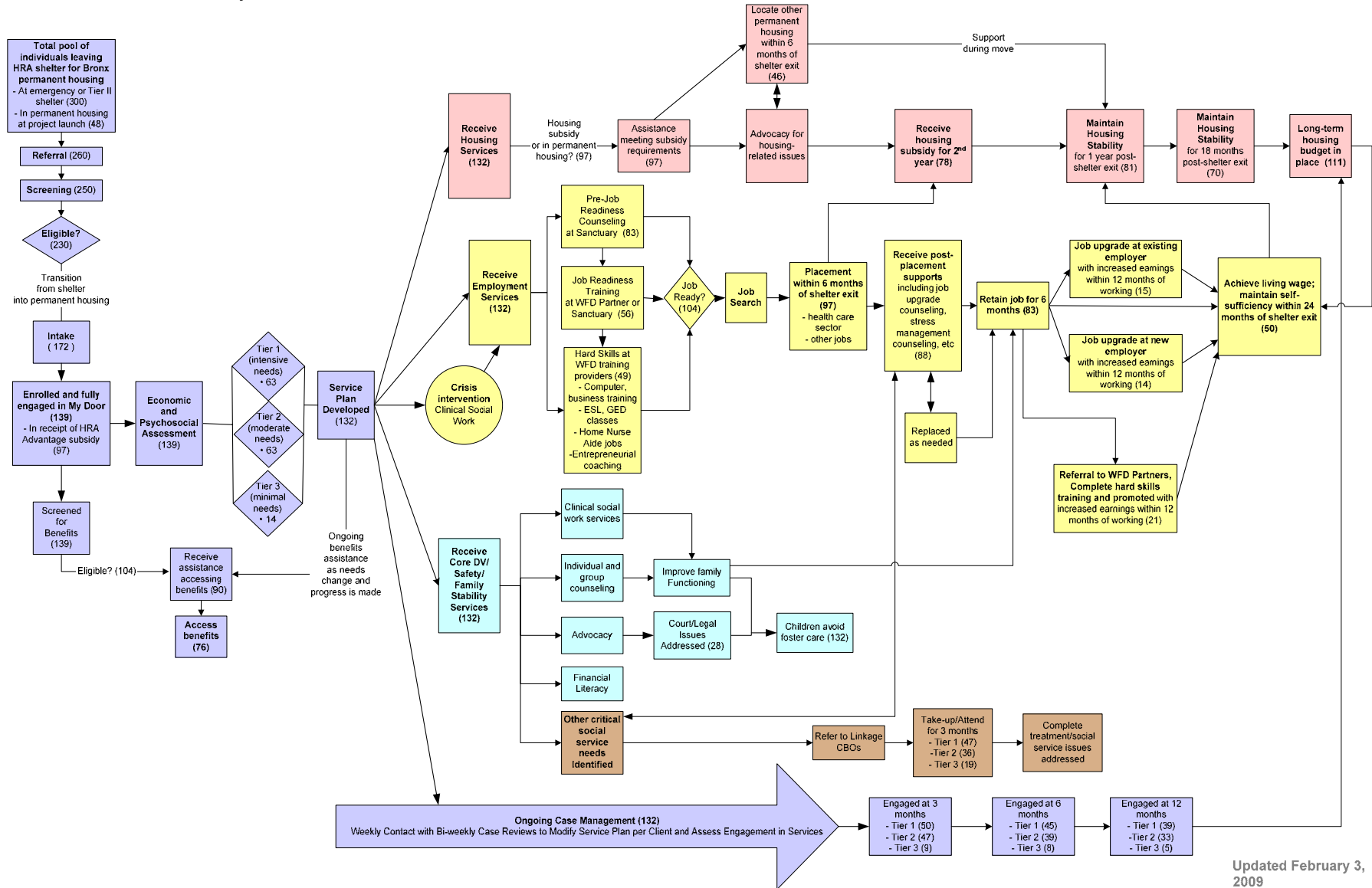
Appendix B: My Door Logic Model



(MY DOOR) Domestic Violence After-Care Pilot Logic Model



Attachment C: My Door Client Flow



Appendix D: My Door Client Profile Indicators

Profile Indicators, identified at Screening	# of enrolled clients	% of enrolled clients
# of women	146	100%
Average age of clients	29	
# with dependent children	115	79%
Average family size (incl. those with 0 children)	2.7 family members	
# for whom Spanish is primary language	20	14%
# fluent in written and spoken English	102	70%
# already employed at enrollment	22	15%
Of 115 enrollees receiving housing subsidy:		
# receiving HRA Advantage housing subsidy	86	59%
# receiving Section 8 housing subsidy	17	12%
# receiving housing assistance from NYCHA	1	0.7%
# with NYCHA application pending	11	8%
Of 106 enrollees reporting race/ethnicity:		
# Asian	6	6%
# Black	42	40%
# Latina / Hispanic	55	52%
# Native American	1	1%
# Other	1	1%
# White	1	1%

Common barriers to employment stability, identified at Screening	# of enrolled clients	% of enrolled clients
Poor or no credit history	89	61%
Lack of financial literacy	65	45%
Lack of high school diploma/ GED	40	27%
Limited or no work history	51	35%
High levels of trauma (related to DV)	24	16%
Unmet legal needs	19	13%
Limited English Proficiency	40	27%
Other emotional issues (not related to DV)	22	15%
Insufficient child care	11	8%
Chronic or severe medical issues	8	5%
Criminal conviction	3	2%
Lack of work authorization	1	0.7%
Ongoing and severe family crisis	2	1%
Ongoing stalking (and abuse)	0	0%

Appendix E: Chart of Service Activities

Type of Service	# of Services Provided	# of Individuals Served*
Assessment	95	66
Cancellation, Appt Change, Failed Contact Attempt	3153	376
Career Counseling and Preparation	275	79
Child advocacy	372	74
Child welfare and/or ACS Preventive Services	113	17
Contact	462	222
Counseling – DV	108	35
Counseling – Medical	200	44
Counseling – Mental Health	1528	138
Education	750	109
Enrolled	146	146
Eviction Prevention	22	9
Financial Literacy	707	140
Giveaway or Grant	490	95
Housing	124	39
Housing Subsidy / Supportive Housing	740	104
Interview and Resume Preparation	261	92
Job Readiness, Training, and Placement	1463	135
Law Enforcement Assistance	20	9
Legal	360	67
Other	325	152
Public Assistance Advocacy	1274	128
Referral to external agency – non-workforce	386	376
Referral to external workforce development agency	768	102
Safety Planning	202	39
Screening	219	208
Service Planning	41	33
Shelter	40	18
Utilities and Housing	90	41
Grand Totals: # Services and # Unique Individuals	14735	456

* Includes unique clients and unique non-enrolled potential clients