

# The Benefits of Employment to Recovery and Economic Self-Sufficiency

May 2026

**INTRODUCTION:** Employment can be a critical step toward recovery and economic self-sufficiency for people with unstable housing and behavioral health conditions. This brief summarizes effective supported employment models and program examples, as well as resources for finding employment partners. It also offers guidance for trauma-informed engagement, warm handoffs, and addressing common barriers to work.

## Introduction

Recent national policy changes have made certain benefits and entitlements conditional upon recipients being employed; other benefits—such as HUD-funded housing programs—may include work requirements for nondisabled, nonelderly persons in the future. In this context, it is important for policymakers to reorient homeless and behavioral healthcare systems to recognize the valuable role employment can play in promoting recovery.

The Substance Abuse and Mental Health Services Administration (SAMHSA) defines recovery as “a process of change through which individuals improve their health and wellness, live self-directed lives, and strive to reach their full potential.” More than 50 million Americans consider themselves in recovery from substance use, mental health conditions, or both, according to SAMHSA.<sup>1</sup> Employment is frequently desired by people with behavioral health conditions, including those who are living unsheltered. Although employment is an important contributor to many people’s recovery, it is infrequently achieved.<sup>2</sup>

People engaged in supported employment programming report that paid work provides a sense of meaning, fosters pride and self-esteem, offers financial benefits, supports coping strategies for psychiatric symptoms, and facilitates recovery.<sup>3</sup> However, some homeless service and behavioral health agencies view employment as unrealistic or even inadvisable for people who live in supportive housing. Many programs focus solely on getting

people housed and stabilized in their mental health and substance use conditions without exploring their interests in employment. As noted in a study by the Chronic Homelessness Employment Technical Assistance Center, provider staff and employers are frequently challenged by pervasive negative stereotypes, including doubts that people served through homeless and supportive housing systems either can or want to work.<sup>4</sup>

Programs should place greater emphasis on employment as a goal that nearly everyone can achieve when paired with supports—as shown in research sponsored by the Department of Labor’s seven-year Job Training for the Homeless Demonstration Program, which found that “with the appropriate blend of assessment, case management, employment, training, housing and support services, a substantial proportion of homeless individuals can secure and retain jobs. In fact, this program noted correlations between employment and housing stability.”<sup>5</sup>

## Why Employment Services Matter

Earned income may reduce the depth of poverty<sup>6</sup> and increase the length of time people remain housed.<sup>7</sup> It may also reduce social isolation and loneliness (SIL), conditions that disproportionately affect individuals who experience socioeconomic exclusion. One literature review found that the prevalence of SIL among people with a history of homelessness ranged from 25 to 90 percent.<sup>8</sup>

## Effective Supported Employment Models

The following supported employment models are proven effective in helping people with insecure or unstable housing, including those with serious mental illness (SMI), substance use disorders (SUDs), or co-occurring disorders (CODs), secure employment. This section provides a high-level overview of these practices, with links to additional information.

**Individual Placement and Support (IPS)**<sup>9</sup> was initially designed to serve people diagnosed with SMI. This approach focuses on helping people quickly gain and sustain competitive employment aligned with their interests in the community as well as on career mapping to help individuals work toward their long-term career goals. IPS participants are matched with employment specialists who collaborate with an individual’s behavioral health, housing navigation, and care coordination programs and assist with community-based job development and coaching. This model also includes benefits and entitlement counseling to inform participants about the impact of employment earnings on their eligibility status. Multiple randomized controlled trials and meta-analyses demonstrate the efficacy of IPS in improving rates of employment for people with mental illnesses,<sup>10</sup> and emerging evidence demonstrates benefits for people recovering from SUDs.<sup>11</sup> Evidence also shows that supported employment models can be successfully adapted to serve people living in unsheltered environments and those exiting incarceration.<sup>12</sup> Supported employment is a Medicaid-reimbursable service for some populations in certain states.<sup>13</sup>



## Supported Employment in Action: Central City Concern's Employment Access Center

Central City Concern (CCC) in Portland, Oregon, is a Health Care for the Homeless Federally Qualified Health Center and an affordable housing operator that serves more than 14,000 people each year, with an emphasis on helping people overcome barriers such as lack of affordable housing, health care, and living-wage jobs. Through its Employment Access Center, CCC assisted more than 1,700 job seekers in 2024 through one-on-one supported employment services, training through its social enterprises, and volunteer opportunities that build confidence and work skills. Because many people served have experienced barriers such as unstable housing, recovery, or incarceration, employers may hesitate to hire them. As a second-chance employer, CCC offers multiple programs to support participants throughout their employment journey. CCC data show that people who engaged with employment services alongside health or housing support were 5.5 times more likely to exit transitional recovery housing to permanent housing and 7.2 times more likely to complete SUD treatment without readmission to a detoxification facility.<sup>14</sup> CCC also hosts a podcast, "They Are Us," which explores the root causes of homelessness and substance use and features personal stories from people in recovery.

**Social Enterprises** are businesses that aim to create training opportunities and career pathways for people facing significant barriers to employment, such as unstable housing, SMI, SUD, and reentry into the community after incarceration. These enterprises can cover a wide range of sectors, including specialty food production and sales, landscaping, furniture manufacturing, property management, hotel staffing, and artist collectives. For people who face barriers to obtaining competitive employment, social enterprises can help build work history and develop what the Department of Labor and other employment support sectors refer to as "soft skills," such as professionalism, work ethic, oral and written communication, teamwork, collaboration, and problem-solving.<sup>15</sup>

**Redefine Alliance (formerly REDF)** is a philanthropic organization that invests in employment social enterprises that hire and support people with significant barriers to work, including those exiting homelessness or incarceration and those with SUDs.

**Transitional Subsidized Employment** provides temporary cash subsidies to employers who hire individuals with a criminal record or limited work experience. These subsidies can offset employers' hourly wage costs and are typically paired with additional support for employees, such as on-the-job training and supportive services outside the workplace (e.g., support with stabilization in supportive housing, navigating health and

behavioral health care, crisis intervention). In a 2023 randomized controlled trial of a subsidized employment program administered by the Colorado Department of Human Services, access to 30 weeks of subsidized work increased employment rates by 21% and earnings by 30% during the subsidy period.<sup>16</sup>

**Reentry Pre-Apprenticeship Programs** can help people returning to the community after incarceration develop workforce-readiness skills documented by certificates of completion, improving their chances of acceptance into traditional apprenticeship programs. These programs may offer hands-on learning; reentry coaching; opportunities to earn certifications; and paid stipends for attendance, training, paid transitional employment, résumé development, industry-specific skill-building, and development of soft skills.

**Reimagine Reentry** is a trauma-informed reentry pre-apprenticeship program in Allegheny County, Pennsylvania, operated by people with experience of reentry. The program aims to reduce recidivism through reentry coaching that includes housing assistance planning, family reunification education, workforce development and training, and individual coaching.

## Supported Employment in Action: Places for People

Places for People (PfP) in St. Louis, Missouri, is a Certified Community Behavioral Health Clinic, operates a Comprehensive Psychiatric Rehabilitation Program, and provides supported employment services as part of the Missouri IPS Collaborative Initiative. PfP has served individuals with SMI since its founding in 1972 and has been a leader in innovations that include piloting Missouri's first Assertive Community Treatment (ACT) program and developing comprehensive homeless outreach services. PfP began implementing IPS in 2008 with grant support from the St. Louis Mental Health Board and consultation from the Dartmouth Psychiatric Research Center. Since 2012, PfP's supported employment program has maintained high fidelity to the IPS model. Individual success stories are shared on the organization's website.

## Where to Begin? Locating Employment Service Partners

Homeless and housing service providers may find it challenging to identify employment resources if they haven't previously engaged with these agencies. The resources below may help identify programs in your area. Before referring people to these systems, providers should first contact community partners to identify existing partnerships and programs that may not appear on the federal websites listed below.

- **State Vocational Rehabilitation agencies (VR)** in all 50 states, Washington, DC, Puerto Rico, and four territories receive funding through the federal Rehabilitation Services Administration using formula grants. VR agencies can support people with behavioral health conditions in finding work through vocational counselors and by contracting with supported employment programs in many communities.



- **American Job Centers (AJCs)**, funded by the US Department of Labor’s Employment and Training Administration, provide free assistance to job seekers with a variety of career- and employment-related needs. More than 2,200 AJCs operate across the United States. Services vary by location but may include support with developing an employment plan; job-search assistance; training; and supportive services such as childcare, emergency funds, and financial assistance.
- **Reentry Employment Programs** are often funded by the US Department of Labor and, in some cases, in partnership with state and local criminal legal systems. These programs specialize in helping people overcome employment barriers related to legal history and may offer training, job-search assistance, career planning, and connections to apprenticeship programs.
- **Homeless Veteran Community Employment Services** was developed to improve employment outcomes for Veterans participating in Veterans Health Administration homeless programs by deploying 150 Community Employment Coordinators (CECs) at most VA Medical Centers nationwide. CECs are part of the VA homeless program teams and can support Veterans in connecting with community employment resources and employers.
- **SNAP Employment and Training** is funded through the US Department of Agriculture’s Supplemental Nutrition Assistance Program (SNAP), which was formerly known as “food stamps.” Eligible individuals can receive help finding a job, gain skills, accessing training and childcare, and obtaining work experience needed to build a career and achieve long-term stability. USDA also provides an interactive map to locate programs in states and US territories.
- **The Senior Community Service Employment Program** is funded by the US Department of Labor and administered by the AARP Foundation. It’s designed for low-income adults aged 55 and older and provides subsidized, part-time community service positions in local nonprofits and public agencies as a bridge to unsubsidized employment.

## Employment Program Referrals and Ongoing Care Coordination

It is important to collaborate with employment partners to learn about their referral criteria to support individuals in accessing these services, facilitate warm handoffs, and provide ongoing coordination to prevent participants from becoming discouraged and abandoning their employment ambitions. A referral alone is insufficient; best practice standards for integrated care coordination recommend a warm handoff in which the referring staff member accompanies the individual to meet the employment provider.<sup>17</sup> These meetings can reduce barriers to referrals and intake and offer an opportunity to engage the program participant in an open discussion about what they are looking for and to develop a plan to meet their goals. Warm handoffs also allow service providers to meet and establish a shared commitment to coordinate care throughout a person’s enrollment.

## Supported Employment in Action: Fort Lyon

Since 2013, the Fort Lyon Supportive Residential Community, located in rural southeast Colorado, has served people exiting homelessness with SUDs and CODs. The program offers a supportive transitional living environment for Coloradans across the state and is funded through a partnership between the Colorado Department of Local Affairs (DOLA) and the [Colorado Coalition for the Homeless \(CCH\)](#), which is a Health Care for the Homeless Federally Qualified Health Center and an affordable housing operator. Additional partners of this recovery-oriented support service site include an area junior college, a community college, healthcare providers, and local employers. Participation is entirely voluntary but focuses on people seeking recovery from SUDs. Residents are fully engaged in the overall operations of the 220-unit transitional housing site, including food services, facilities and grounds maintenance, and housekeeping, alongside daily participation in peer support groups. Educational and vocational opportunities are available through local colleges in a variety of fields, including agriculture, barbering, construction trades, cosmetology, and entrepreneurship.

CCH believes that employment services help create lasting solutions for people who are homeless by connecting job seekers and employers to establish long-term employment relationships. Nearly half of Fort Lyon residents (1,345 people) had participated in vocational programming by the end of 2025.<sup>18</sup> The model proved so successful that, in September 2025, DOLA, Colorado's Behavioral Health Administration, CCH, and other area partners in Aurora, Colorado, opened another site, [Sage Ridge](#), which has the capacity to serve 300 people per year. Both Fort Lyon and Sage Ridge partner with local housing authorities and HUD Continuum of Care grantees to help people who leave the programs secure employment and transition into permanent housing. In the most recent year tracked, 40% of residents exited to permanent housing, but residents who engaged in vocational programming at Fort Lyon had a higher exit rate to permanent housing (61%). The success of one Sage Ridge resident was [featured in \*The Denverite\*](#).

## Engaging with People About Employment

Homeless service staff may not prioritize employment discussions during outreach and engagement or after a person secures housing because of biases about people's ability to obtain and sustain employment and limited funding for employment services. However, numerous studies demonstrate that people engaged in supported employment programs report that having a job facilitates both recovery and economic self-sufficiency.<sup>19</sup> As homeless and housing service systems face funding restrictions, helping people secure employment income to cover portions of their rent and other expenses is increasingly important.

The same person-centered and [trauma-informed engagement strategies](#)<sup>20</sup> used during outreach to connect people with shelter, medical and behavioral health care, and housing can also facilitate conversations about the role of employment in recovery. For example, once direct service workers build rapport with individuals, conversations may include the role employment plays in the service worker's life and questions about the person's childhood dreams, talents, skills, and interests.



Best practices to foster dialogue about employment interests include the following:

- **Build trust and rapport.** Working to earn trust is inherent in building rapport with someone whose journey into living in unsheltered environments likely included trauma. It is imperative to convey through actions and behaviors that you honor the person's inherent dignity by exhibiting humility, withholding judgment, and allowing them to decide what they choose to discuss and when. Being conversational and relational, using humor and appropriate self-disclosure, and allowing individuals to set the pace of conversation can be powerful ways to build trust and rapport over time. When an individual sees that you are reliable, that you do what you say you will do, and that you continue to offer assistance over time, they are more likely to feel a sense of trust in you.
- **Use motivational interviewing skills.** Meet people where they are, both literally and clinically. Motivational interviewing is a communication approach designed to strengthen internal motivation for change. For more information on this model, see the [SAMHSA Advisory on Using MI in SUD Treatment](#). Staff should attend motivational interviewing training tailored to direct service work or use the HHRC [Motivational Interviewing Self-Appraisal Toolkit](#) to evaluate individual and team MI skills and locate additional training resources.
- **Inquire about interest in employment.** Be curious and ask open-ended questions about a person's interests and talents, both in school and in previous jobs. Find out what they liked and disliked about those experiences. Appropriate self-disclosure about your own employment journey may help normalize the stops and starts in finding stable employment. Share what you know about available supported employment programs, examples of people who successfully gained employment through those programs, and the types of support they found helpful. The pace of conversations about potential employment interests should be driven by the individual and may progress quickly or develop gradually over multiple encounters. Some people may not want to discuss employment initially because of fear, self-doubt, legal history, or previous negative experiences. It is important to document what you learned about a person's likes, dislikes, fears, and interests to support future discussions with other staff and employment providers. Documentation and case conferencing can promote continuity in supporting people to reach their goals.
- **Explore how employment supports recovery and economic self-sufficiency goals.** Learn about a person's recovery goals and discuss how employment may support them by helping them to achieve sobriety, build social networks, reduce isolation, and address untreated health conditions. Economic self-sufficiency may also help people reestablish relationships with family members, secure housing, form romantic partnerships, and pursue new interests.
- **Discuss the potential impact of employment on mainstream or disability benefits.** Some people may be reluctant to pursue employment because they are fearful and anxious that employment income could jeopardize eligibility for Medicaid, SNAP, Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), or housing vouchers. Maintain a basic understanding of how employment may affect benefits, and refer individuals to specialized benefits counseling resources in your area. Vocational rehabilitation agencies, supported employment programs, and the [Social Security Administration](#) offer counseling to help people understand how earned income may affect benefits before accepting a job.



## Identifying and Addressing Potential Employment Barriers

During the engagement process, staff may identify potential barriers to employment, including untreated behavioral health conditions, missing government-issued identification, or a history of legal involvement. It is important to recognize that not all employers view these as barriers.

Some programs specifically employ people who are working toward recovery, in the process of obtaining identification, or reentering the community after incarceration.

Resources that may help address these potential employment barriers include the following:

- **Untreated behavioral health conditions.** Someone does not need to be asymptomatic to obtain and sustain employment, and service providers should avoid making determinations about when someone is “ready” to work based on medical conditions. In fact, employment can play an essential role in helping people manage symptoms and seek treatment. Many employers are [recovery-ready](#)<sup>21</sup> or [recovery-friendly](#)<sup>22</sup> workplaces, meaning they actively support employees who are seeking recovery from or are in recovery from SUDs or mental illness. For individuals seeking treatment while searching for employment, [SAMHSA’s Treatment Locator](#) or the [Health Care for the Homeless Grantee Directory](#) may be helpful.
- **Missing government-issued identification.** People living in unsheltered or temporary settings may lose identification documents because they have no place to securely store them and must move frequently to find a safe place to sleep. HHRC’s [Identification Toolkit](#) provides guidance on obtaining low- or no-cost replacement birth certificates, state-issued identification cards, Social Security cards, and DD214 forms for military Veterans. Many employers are willing to meet with applicants and begin the hiring process while individuals work to obtain official identification.
- **History of legal involvement.** Living in unsheltered environments increases interactions with the criminal legal system. In addition, people with a history of convictions are more likely to be living outside or in shelters.<sup>23</sup> Therefore, it is important for homeless and housing service providers to have relationships with legal aid organizations and programs that assist with expungement of eligible charges. To find legal aid services in your area, use the Center for HIV Law and Policy’s [Directory of State-specific Record Clearing Resources](#). Communities may also consider developing local expungement programs. For example, one provider in Oregon developed drop-in legal clinics that offered criminal record and eviction expungement, court fines and fee waivers, and other legal assistance. In 2025, the program provided free legal services to 174 people, expunged 384 criminal convictions, and secured more than \$200,000 in waived fines and fees.<sup>24</sup>



## Conclusion

Employment services should be prioritized as a key component of whole-person care for individuals with behavioral health conditions who lack stable housing. Because recent national policy changes may make employment a condition of receiving homeless services and housing assistance, this topic is especially timely for communities to address. This brief aims to help homeless service and housing providers understand why employment supports matter; connect with local employment service partners; and use practical, trauma-informed approaches to discuss employment and its role in supporting recovery and long-term financial stability.



## Learn More about the Homeless and Housing Resource Center

Providing high-quality, no-cost training for health and housing professionals in evidence-based practices that contributes to housing stability, recovery, and an end to homelessness.

### Contact Us:

- [hhrctraining.org](http://hhrctraining.org)
- [info@hhrctraining.org](mailto:info@hhrctraining.org)

**Disclaimer:** This resource was supported by the Substance Abuse and Mental Health Services Administration (SAMHSA) of the U.S. Department of Health and Human Services (HHS) under grant 1H79SM083003-01. The contents reflect the authors' views and do not necessarily represent the official views of, nor an endorsement by, SAMHSA, HHS, or the U.S. government.

**Acknowledgments:** HHRC would like to thank Rachel Post from the Technical Assistance Collaborative (TAC) for contributing her expertise as the author of this resource. Jen Elder provided subject-matter expertise, completed an editorial review, and provided final approval. Neither individual has conflicts of interest to report.

**Recommended Citation:** Homeless and Housing Resource Center, *The Benefits of Employment to Recovery and Economic Self-Sufficiency*, 2026, <https://hhrctraining.org/knowledge-resources>.

## Endnotes

- 1 Substance Abuse and Mental Health Services Administration (SAMHSA), “Recovery and Support,” [SAMHSA.gov](https://www.samhsa.gov/substance-use/recovery), 2023, <https://www.samhsa.gov/substance-use/recovery>.
- 2 Carrie Anne Marshall, Leonie Boland, Lee Ann Westover, Rebecca Goldszmidt, Jordana Bengall, Suliman Aryobi, Roxanne Isard, Corinna Easton, and Rebecca Gewurtz, “Effectiveness of Employment-based Interventions for Persons Experiencing Homelessness: A Systematic Review.” *Health & Social Care in the Community* 30, no. 6 (2022): 2142–69. <https://doi.org/10.1111/hsc.13892>.
- 3 Erin C. Dunn, Nancy J. Wewiorski, and E. Sally Rogers, “The Meaning and Importance of Employment to People in Recovery from Serious Mental Illness: Results of a Qualitative Study,” *Psychiatric Rehabilitation Journal* 32, no. 1 (2008): 59–62, <https://doi.org/10.2975/32.1.2008.59.62>.
- 4 J. Rio, L. Ware, P. Tucker, and J. Martinez, *Ending Chronic Homelessness through Employment and Housing: A Program and Policy Handbook for Successfully Linking Supportive Housing and Employment Services for Chronically Homeless Adults*, New York: Corporation for Supportive Housing and Advocates for Human Potential, 2008.
- 5 Burt Barnow, Susan Beck, John Trutko, and Steve Min, *Employment and Training for America’s Homeless: Final Report on the Job Training for the Homeless Demonstration Program*, Research & Evaluation Report Series 98-A (U.S. Department of Labor, 1998).
- 6 Carrie Anne Marshall, Leonie Boland, Lee Ann Westover, Rebecca Goldszmidt, Jordana Bengall, Suliman Aryobi, Roxanne Isard, Corinna Easton, and Rebecca Gewurtz, “Effectiveness of Employment-based Interventions for Persons Experiencing Homelessness: A Systematic Review.” *Health & Social Care in the Community* 30, no. 6 (2022): 2142–69. <https://doi.org/10.1111/hsc.13892>.
- 7 Kristin M. Ferguson, “Nonvocational Outcomes from a Randomized Controlled Trial of Two Employment Interventions for Homeless Youth,” *Research on Social Work Practice* 28, no. 5 (2017): 603–18.
- 8 James Lachaud, Ayan A. Yusuf, Faith Maelzer, Melissa Perri, Evie Gogosis, Carolyn Ziegler, Cilia Mejia-Lancheros, and Stephen W. Hwang, “Social Isolation and Loneliness among People Living with Experience of Homelessness: A Scoping Review,” *BMC Public Health* 24 (2024): Article 2515.
- 9 Valerie Noel, “What Is IPS?” The IPS Employment Center, 2024, <https://ipsworks.org/index.php/what-is-ips/>.
- 10 Adam Whitworth, Susan Baxter, Jane Cullingworth, and Mark Clowes, “Individual Placement and Support (IPS) beyond Severe Mental Health: An Overview Review and Meta-Analysis of Evidence around Vocational Outcome,” *Preventive Medicine Reports* 43 (2024): 102786, <https://doi.org/10.1016/j.pmedr.2024.102786>.

- 11 Jia Rung Wu, Michele Mahr, Fong Chan, Phillip Rumrill, Jill Bezyak, and Noel Ysasi, “Supported Employment as a Mental Health and Employment Intervention for People Recovering from Addiction: A Propensity Score-Matched Retrospective Case Control Study,” *WORK: A Journal of Prevention, Assessment & Rehabilitation* 81, no. 1 (2025), <https://doi.org/10.1177/10519815251321957>.
- 12 James P. LePage, William Black Martin, April M. Crawford, Avery Rock, Julie A Parish Johnson, and Edward L Washington, “Individualized Placement and Support Supported Employment for Justice-Involved Homeless and Unemployed Veterans,” *Medical Care* 59, no. Suppl. 2 (2021): S195–98, <https://doi.org/10.1097/MLR.0000000000001445>.
- 13 Center for Health Care Strategies, “Connecting Medicaid Members to Work: Expanding Access to Evidence-Based Employment Models,” Centers for Health Care Strategies, October 16, 2025, <https://www.chcs.org/resource/connecting-medicaid-members-to-work-expanding-access-to-evidence-based-employment-models>.
- 14 Central City Concern, *2024 Annual Report*, <https://centralcityconcern.org/2024-annual-report>.
- 15 U.S. Department of Labor, “Soft Skills: The Competitive Edge,” U.S. Department of Labor, 2024, <https://www.dol.gov/agencies/odep/publications/fact-sheets/soft-skills-the-competitive-edge>.
- 16 T. Barham, B. C. Cadena, and P. S. Turner, “Taking a Chance on Workers: Evidence on the Effects and Mechanisms of Subsidized Employment from an RCT” (discussion paper, IZA Institute of Labor Economics, 2023), <https://www.iza.org/publications/dp/16221/taking-a-chance-on-workers-evidence-on-the-effects-and-mechanisms-of-subsidized-employment-from-an-rct>.
- 17 National Council for Mental Wellbeing, *Optimizing Handoffs for In-Person and Virtual Services*, <https://www.thenationalcouncil.org/wp-content/uploads/2021/11/Warm-Handoffs-for-In-Person-and-Virtual-Services.pdf>.
- 18 Cathy Alderman, email message to author, March 2026.
- 19 Erin C. Dunn, Nancy J. Wewiorski, and E. Sally Rogers, “The Meaning and Importance of Employment to People in Recovery from Serious Mental Illness: Results of a Qualitative Study,” *Psychiatric Rehabilitation Journal* 32, no. 1 (2008): 59–62, <https://doi.org/10.2975/32.1.2008.59.62>.
- 20 SAMHSA, “Trauma-Informed Approaches and Programs,” [SAMHSA.gov](https://www.samhsa.gov/mental-health/trauma-violence/trauma-informed-approaches-programs), 2026, <https://www.samhsa.gov/mental-health/trauma-violence/trauma-informed-approaches-programs>.
- 21 U.S. Department of Labor, “Recovery-Ready Workplace,” DOL, <https://www.dol.gov/agencies/eta/RRW-hub/Recovery-ready-workplace>.
- 22 RFW Institute, “National Recovery Friendly Workplace Institute,” 2024, <https://rfwinstitute.org/>.
- 23 Emily Peiffer, “Five Charts That Explain the Homelessness-Jail Cycle—and How to Break It,” Urban Institute, September 16, 2020, <https://www.urban.org/features/five-charts-explain-homelessness-jail-cycle-and-how-break-it>.
- 24 Central City Concern, *Stories of Recovery: CCC Annual Report 2025*, n.d.

