# Making Service Integration Work for Bridges

FEBRUARY 12, 2019

LISC FAMILY INCOME AND WEALTH BUILDING

# House Keeping

This webinar is being recorded.

Copy of the slide deck will be available on our FOC website (<a href="http://www.FOC-Network.com/">http://www.FOC-Network.com/</a>)

All lines have been muted to reduce background noise.

We will take questions at the end. Please write in questions into the chat box.

Please send any unanswered questions to your local program officer.



# Agenda

#### **Brighton Center**

Melissa Sommer, Senior Director of Family Economic Success

#### **District 1199C Training & Upgrading Fund**

Mark Karcz, Career Coach/Program Coordinator

#### **Genesis Center**

Shannon Carroll, Executive Director

#### **International Rescue Committee**

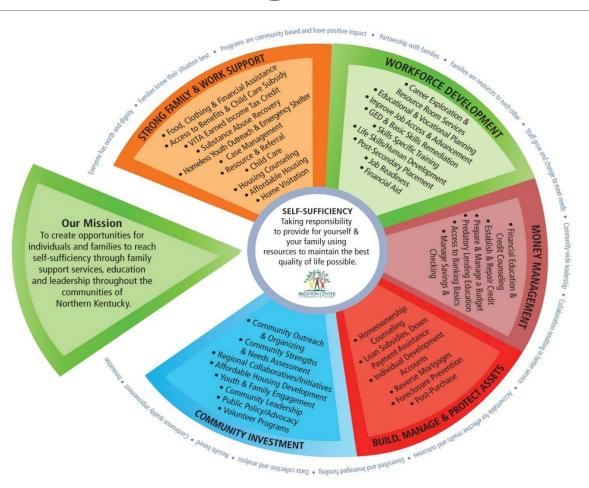
Mitch Johnson, Senior Program Manager



# Brighton Center

Melissa Sommer, Senior Director of Family Economic Success

# Brighton Center's Story of Best Practice Integration





# Building Self-Sufficiency

BUILD FINANCIAL ASSETS FOR THE FUTURE

MANAGE DAY-TO-DAY LIVING

BUILD EFFECTIVE SUPPORT SYSTEMS

TAKE ACTION TOWARD SELF-RELIANCE

LEARN NEW SKILLS

DECIDE TO CHANGE

STABILIZE DIFFICULT SITUATIONS

PREVENTION

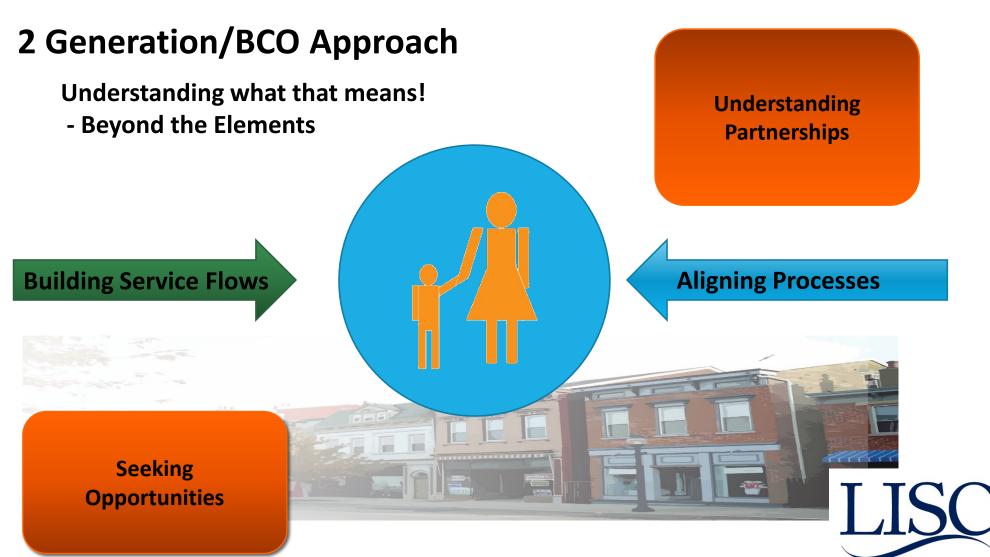
BUILDING A FUTURE

BUILDING SKILLS

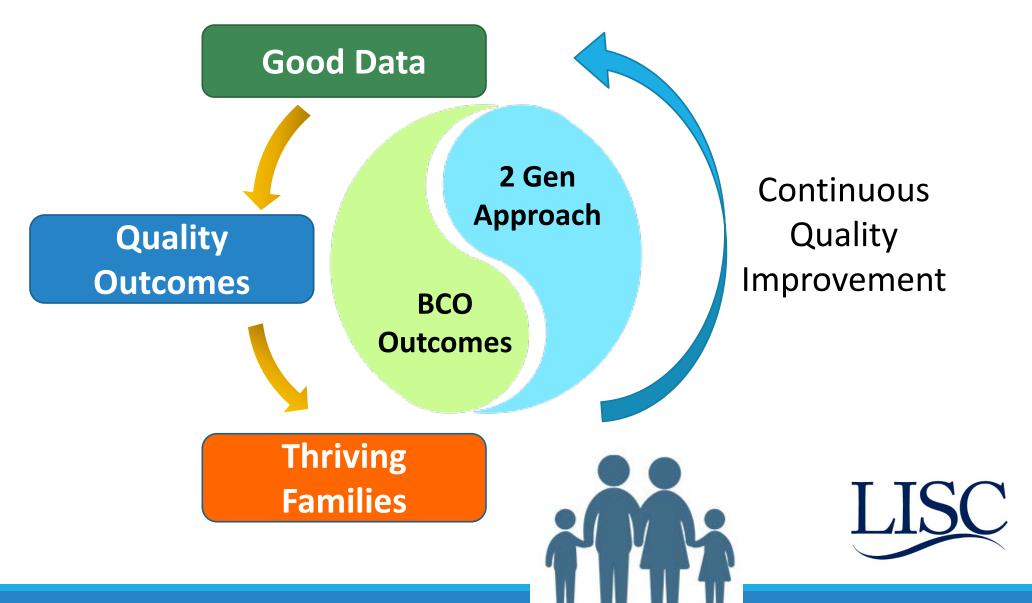
BUILDING CONNECTIONS



# Intentionality



# Validating Best Practices Through Data Integrity and Outcomes



# District 1199C Training & Upgrading Fund

oMark Karcz, Career Coach/Program Coordinator

# Backwards Planning

- Identify hiring needs
- Identify skills needs

Work with employers

# Develop programs

- Meet employer needs
- Meet and exceed student needs

- Contextualized bridge
- Relevant training
- Integrated BCO Services

Train



# Integrated Model

#### One program: Occupational training, Adult Basic Education and BCO services



Expectations from day one:

All components are equally important

Bridge coursework is contextualized and in line with workforce development

Book-end the program with career and financial workshops

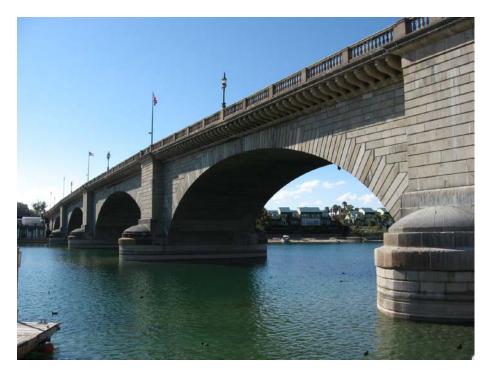
Individual meetings in between career and financial coaching sessions

# Contextualized Bridge

What is Contextualized Bridge: ABE coursework that is designed for specific courses and career paths.

<u>Driven by Outcomes</u>: Occupational Training Completion; EFL Gains; Employment in Industry Focus; increase in Financial Capabilities

Examples: Early Childhood Education students - learning math, to create lesson plans for teaching young children; CNA – math and literacy for observing, recording and reporting patient needs; Culinary – unit conversions, recipe adjustments.





# IET: Integrated Education and Training Model



What is an IET: Occupational Training and ABE instruction occur concurrent

<u>Driven by Outcomes</u>: ABE skills consistently support occupational training needs, giving students confidence to grow and succeed in all components

Examples: ESL HHA students – listening, speaking and reading English using the healthcare vocabulary

# Challenges & Mitigation

#### **CHALLENGES**

Students don't sign up for Bridge classes, they just want occupational training and a job.

Students have seriously differentiated abilities and skills.

Buy in from all internal partners

Buy in from external partners

#### **MITIGATION**

Make instruction aligned with real work and contextualized to be meaningful

Give students additional work to support lower and higher skill abilities; tutors

Meet with all partners before and during the class, use student and evidence to drive needs

Stress the importance of retention and successes of holistic programing and supports



## Genesis Center

Shannon Carroll, Executive Director



## **Bridges to Career Opportunities**

### Integrated Program Design

TRAINING for **high-demand jobs** with integrated **basic education**, **support services**, and **clear pathways** helps low-skilled adults **bridge the skills gap** and **overcome economic barriers**.

Genesis Center Career Pathways PROGRAM DESIGN 2018-2019







# GENESIS CENTER Financial Opportunity Center – Supports

The Financial Opportunity Center supports trainees by helping them achievestability and overcome barriers during training; learn employment skills to get a job; and participate in financial coaching as they work toward economic independence. Intensive FOC supports are

integrated into all job training programs. CASE MANGEMENT • Barrier Mitigation • Benefits Enrollment • Resource Referrals • Emergency Assistance • Transportation Assist. Financial Opportunity Center Earn It, Keep It, Grow It **FINANCIAL EMPLOYMENT** COACHING COUNSELING Financial Lit Workshops Career Counseling • 1-1 Financial Coaching Resume Development • Leaving Public Benefits Application Assistance Budgeting, Saving • Internship Placement Credit Counseling Job Readiness





#### Before BCO:

- •Integrated Program Platform, but programs not strategically connected to Financial Opportunity Center.
- "Bridges" not fully developed from adult education to occupational training.
- Pathways offered: Health CareerOrientation, Homemaker, Culinary Arts

#### After BCO

- Expanded Pathways including
   Contextualized ESOL to connect to career
   trainings and connections to higher
   education (RI-BEST model).
- More training options, including Medical Assistant, Direct Support Professional, and Pharmacy Technician Pre-Apprenticeship Training.
- More partnerships with funders, government, and employers.
- Better outcomes.





# **BCO Program Data**

BCO Program Data	2015	2018	Difference
Completion Rate	79%	85%	6% increase
Employment Rate	74%	93%	19% increase
Average Starting Wage	\$10.50	\$12.96	23% increase*
Net Income Increase	32%	57%	25% increase
Net Worth Increase	15%	90%	75% increase
Credit Score Increase	14%	87%	74% increase
*DI Minimum Wasa increased E 29/ in the same time frame			

\*RI Minimum Wage increased 5.2% in the same time frame.





### Lessons Learned

- Integration works but it takes time and needs buy-in from staff (paradigm shifts are difficult!)
- Support services need to be fully integrated along with the educational components (no silos!)
- Professional development is necessary to ensure cooperation among ABE instructors and Workforce instructors (HOW do we do this?!?!)
- "De-siloing" has benefits not only in program design but also promotes funding flexibility.
- EMPLOYERS need to be on board so pathways can be fully realized.
- Positive outcomes lead to more funding that allows for program expansion and growth of pathways.
- A strong enrollment system is critical to ensure persistence and success.
- Developing the pathways requires flexibility and being responsive to changing workforce needs.
- Retention tracking is consistently a challenge.

# International Rescue Committee

Mitch Johnson, Senior Program Manager

# IRC San Diego

The International Rescue Committee (IRC) in San Diego, through its offices in the impoverished communities of El Cajon and City Heights, serves over 8,000 clients per year, more than 79% of whom had an annual household income of less than \$18,000 in 2018.

The IRC San Diego adopted the Annie E. Casey Center for Working Families (CWF) model in 2009, which is an evidence-based model that is focused on providing comprehensive, "bundled" services to low-income families with a goal of helping them climb—and stay—out of poverty. This model emphasizes three core principles, helping individuals "earn it, keep it, and grow it."





# **BCO Programming**

The IRC San Diego's Career Development bridge programming has been in place since 2009 with a focus on the healthcare sector that served over 400 clients through 2014. Since 2015, the IRC has focused on three sectors in the B2C program: **Building Trades**, **Healthcare**, and **Advanced Customer Service/Tourism and Hospitality** to helping over 200 clients

The IRC's Bridge2Careers Program has selected to add a new bridge model focused on the **Solar Construction Industry.** This sector in San Diego includes a wide range of semi-skilled and skilled positions and is supported by an employment growth rate nine times faster than the 1.76% annual growth of the U.S. economy.





### FOC and BCO



The key services – helping people find work and advance their careers; providing financial coaching and education; and improving access to public benefits – are coordinated and offered in one location making these resources more accessible to individuals and families needing assistance.

The IRC San Diego incorporates financial coaching, employment coaching, and income supports into bridge programming. At the beginning of classroom training component of each bridge program, the IRC financial counselors co-present with the instructional and career development team.



### FOC and BCO

This serves to introduce these staff and their role to the clients and also allows them to set a time for a 1:1 appointment which includes benefits screening, budgeting, a discussion of credit, and an introduction to the additional available financial education classes

This is particularly important for individuals who enter a program relying on public benefits; the transition to work and earned income can be concerning for these individuals as they have valid concerns about losing key benefits such as housing or childcare subsidies.





### FOC and BCO



Individual career coaching is also "built in" to the program, as the career development coaches are typically the first point of contact for any client interested in career development programs — not only do they provide career coaching throughout but they also teach the advanced work readiness classes that are a part of the bridge program and as such, are able to really get to know the strengths, weaknesses, goals, and fears of their clients which informs coaching.

Career development coaches can also make referrals to other IRC departments and external agencies to address non-economic barriers to success, such as mental health services or legal support.

#### BCO Flow and Design

#### **IRC BCO PROGRAM** RECRUITMENT Clients learn about IRC BCO through internal referral or community partner ENROLLMENT 1. Client attends BCO Orientation and completes BCO application 2. Career Development Coordinator assesses application and interviews client 3. Enrollment Appointment Eligibility documents RECERTIFICATION SERVICES/ Individualized Career Development Plan CAREER LADDERING PROGRAM COMPONENTS **Educational Services** Financial Services Vocational ESL/Adult Basic Education/On-Financial Lit/Credit Building/Individual Development Accounts/Loans: Career site GED/HiSET with 1:1 tutoring Development, Auto, Emergency/Supportive Services, Direct Financial Assistance Career Bridge Programing One-on-One Career Counseling Career planning assistance/Strategies for finding Advanced Work Readiness training/Contextualized Basic Skills/ jobs or internships/Interview preparation/Career Introductory Hard Skills Training/Industry Overview and Career Explora-Mentorship tions/Career Mentorship/Placement Occupational Skills Training, On-the-Job Training, Apprenticeships, and Employment Allied Healthcare: Advanced Customer Service/ 14-18 weeks Occupational Training with Health Occupations Center Hospitality and Tourism: and Southwestern College; 100 hours of OJT Occupation Training at Grossmont College, Mesa College, SDSU; Employment placement within the industry **Building Trades:** Telecommunications: Apprenticeships like those offered by our partners IBEW Local 569 Occupational training with Mesa College; 100 hours of and Hamann Construction with Carpenters Local 547 **OJT with Cox Communications** CLIENT ACHIEVES A KEY PERFORMANCE MEASURE Attainment or recertification of certificate or degree, Placement in Employment, Training or Education FOLLOW UP SERVICES Follow up services for BCO clients for 12 months after placement providing supportive services, 1:1 career coaching, job place-

ment, and services from other IRC programing as relevant



# Challenges

- Retention following initial job placement
- Clients understanding that FOC is intended to be concurrent to BCO
- Supportive Services: Creating the need
- BCO is based on our schedule; FOC is based on their schedule
- "I cannot risk my benefits"
- Net Worth and Credit Score not always rising



# Questions?

