



City of Seattle
Office of Economic Development

Memorandum

Date: February 1, 2013

To: Economic Resiliency and Regional Relations Committee
Chair, Councilmember Sally Clark
Co-Chair, Councilmember Tom Rasmussen
Councilmember Richard Conlin
Councilmember Jean Godden

From: Steve Johnson, Director, OED
Dannette Smith, Director, HSD
Marie Kurose, Strategic Advisor HSD
Nancy Yamamoto, Sr. Policy Advisor, OED

Subject: SLI 120-1-A-1 Request for Additional Information on the Career Bridge Program

In SLI 120-1-A-1, the Council requested the Office of Economic Development (OED) to provide additional information about the Career Bridge program. This memo provides our response to the request to provide further clarification on the following:

- **Career Bridge Development & Data Framework.** Information about how the framework for Career Bridge was shaped by existing research and established best practices related to the provision of workforce development services for extremely disadvantaged individuals. If the program's design is informed primarily by innovation, a description of any influential theories or local experiences should be provided.
- **Career Bridge Program Design.** A detailed description of the Career Bridge program, including its proposed organizational design and service delivery models.
- **Expected Timelines for Partner Selection.** Expected timelines for any competitive processes that would be initiated in 2013 or 2014 to select contractual program partners. A list of any existing program partners and information about how they were selected should also be provided.

A second report will be submitted by July 1, 2013 to provide additional information on the Career Bridge annual reporting plan, outcomes to date, and proposed program budget.

Background

Following the spate of gun violence and deaths (10 aggravated assaults and 9 murders) occurring in Seattle during early 2012, the Mayor's Office asked the Human Services Department (HSD) and the Office of Economic Development (OED) to collaborate on a response to increase safety and stability in the community. Most of the individuals involved and affected by these crimes were men of color between the ages of 18 and 41 years, and 6 of the 9 murder victims are African-American.

Communities and families of color – particularly African-American and Latino – suffer disproportionately from gun violence. The national gun-homicide rate for black males is 2.4 times as high as that of Latino males, and it is 15.3 times as high as the rate for non-Hispanic white males.¹

Research suggests that the disparities related to violence result largely from a cumulative set of factors. Boys and men of color—in particular, African-American and Latino—have fared worse than their white peers across a broad range of social, economic, health, educational, criminal justice, family and housing measures. For most indicators, the scale of the disparities is greatest for African-Americans, as evidenced by rising high school dropout rates, declining enrollment in post-secondary education, increasing rates of incarceration, and unemployment.²

While the reasons for these disparities are many, some key facts are relevant to an effective human services/ economic development response to violence and recidivism:

- Incarceration disproportionately affects African-American men, who are 3.72 times more likely to be arrested than Whites.³
- There is a strong correlation between low educational attainment and crime/incarceration.⁴
- There is a strong correlation between unemployment and crime/incarceration.⁵
- Education/employment reduces recidivism (repeat-offenses).⁶

¹ *Health Disparities in Homicides, Findings from the CDC Health Disparities and Inequalities Report – United States, 2011.* <http://www.cdc.gov/minorityhealth/reports/CHDIR11/FactSheets/Homicide.pdf>

² *A Way Out: Creating Partners for our Nation's Prosperity by Expanding Life Paths of Young Men of Color; Better Health Through Stronger Communities; Dellums Commission: Joint Center for Political and Economic Studies Health Policy Institute (2006),* <http://www.jointcenter.org/hpi/files/manual/A%20Way%20Out.pdf>

³ *Task Force on Race and Criminal Justice System: Preliminary Report on Race and Washington's Criminal Justice System, 2011,* http://www.law.washington.edu/About/RaceTaskForce/preliminary_report_race_criminal_justice_030111.pdf

⁴ A recent study of the Washington State correctional population found that about 59% had less than a 12th grade education, compared to only 10% of the state's general population. U.S. Census Bureau, <http://www.census.gov/population/www/socdemo/educ-attn.html>

⁵ In Washington State, the unemployment rate among the correctional population one year prior to incarceration was 28% in 2001 and 67% in 2008. Washington State Department of Corrections, *Tracking Washington State Offenders Pilot Study: Do Education Programs Affect Employment Outcomes?* Principal author Michael Evans, Research Analyst Susan Koenig (March 2011).

⁶ See, e.g. Lichtenberger, E., O'Reilly, P., Miyazaki, Y., & Kamulladeen, M. (2010). *Direct and Indirect Impacts of Career and Technical Education on Post-Release Outcomes.* Virginia Tech Center for Assessment, Evaluation, and Educational Programming: Blacksburg, VA; Visher, Christy, Winterfield, Laura, and Coggeshall, Mark. 2005. *Ex-Offender Employment Programs and Recidivism; A Meta-Analysis.* *Journal of Experimental Criminology* 1:295-315;

An underlying fact is the disproportionate rates of poverty and unemployment for many Seattle residents, particularly for African-American and Latino residents.⁷ While the Seattle Metro area has the fourth-highest GDP per capita among national and international metro areas, fully one-quarter of Seattle's residents live below 200% of the federal poverty level (FPL).⁸ These residents typically lack the skills and education required to be competitive for jobs that can lift them out of poverty. Seattle's low-income working population is more likely to have lower levels of educational attainment, with 56% of these individuals reporting education less than an AA degree.⁹

This preliminary data underscored that HSD & OED's primary intervention for violence prevention needed to focus on the development of a pathway to economic opportunity for individuals who have been historically disadvantaged.

Career Bridge Development

OED & HSD immediately began to discuss a joint strategy to help low-income individuals access job opportunities and/or employment and training programs as a way to mitigate involvement in criminal activities. Based on the demographic profile of the population most impacted by Seattle's recent wave of violence, the focus was on men with criminal histories or juvenile record, and with limited education and job history. Additionally, the response needed to be built upon current City capacity, as well as an assessment of the efficacy of existing interventions on populations with significant barriers to employment/training.

HSD & OED held a number of exploratory dialogues with community members to share potential program elements of Career Bridge. During the first two focus groups on July 10 and 25, 2012, nearly 50 community members attended representing community resource networks, faith-based institutions, and organizations who provide informal and formal support to African-American men, formerly incarcerated people, and their families; constituents, men of color, who are seeking economic, educational, and other opportunities to support their ability to achieve economic stability, self sufficiency, and strengthen the success of their families and communities; and other community resource networks and organizations working to support men of color who face multiple barriers to educational and economic opportunities.

Community members raised issues and concerns about personal as well as system/policy barriers and the need to understand and address them in order to make an impact and sustain this work. The conversation validated the need for a comprehensive and integrated approach to address the myriad of institutional, service delivery and personal barriers faced by men of color, particularly African-American

American Correctional Association, 135th Congress of Correction, Presentation by Art Lurigio (Loyola University) *Safer Foundation Recidivism Study* (August 8, 2005).

⁷ See generally, *A Portrait of Seattle's Low-Income Working Population*, Seattle Jobs Initiative (December, 2011) www.seattlejobsinitiative.com/wp-content/uploads/SWPDraftII.pdf While African-Americans constitute just 5.1% employed Seattle residents aged 18+, they make up 11.3% of employed Seattle residents living under 200% of Federal Poverty Level (FPL). While Hispanics constitute just 5.9% of employed Seattle residents age 18+, they make up 12.3% of employed Seattle residents living under 200% of FPL. 2009 American Community Survey

⁸ American Community Survey 2010 (U.S. Census Bureau). 162,163 residents lived below 200% FPL out of a total population in Seattle of 588,062 (27.6%). While 100% FPL is defined to be at the poverty line, most public benefit programs (such as Basic Food) use 200% FPL because it is still below a living wage, especially in high cost of living areas. For a family of four, 200% FPL would equate to \$46,000 annually.

⁹ *Id.*, *A Portrait of Seattle's Low-Income Working Population*.

men with criminal histories. It also pointed to the lack of culturally-relevant, integrated services available to support formerly incarcerated individuals and their families and the need for a community-driven solution. Community members spoke to the impact of violence and incarceration on children, families and the community and the importance of designing the program based on community experiences and firsthand knowledge of the cultural importance of relationships to sustain the efforts over time.

Since July 2012, OED & HSD continue to meet with community members and potential participants on a weekly basis in an ongoing partnership to develop processes, implement the initiative and apply a continuous improvement process for Career Bridge.

Career Bridge Data Framework

1. Unique Challenges of Formerly Incarcerated

The number of individuals that are being incarcerated has grown substantially over the years. As a result, there is a growing population of formerly incarcerated individuals who face serious challenges to reentering society following release. Failure to successfully reintegrate contributes to recidivism and profound economic and social impacts on community health. The formerly incarcerated population is overwhelmingly poor, have low levels of education and limited job experience. Along with the usual challenges faced by job seekers, the formerly incarcerated are also likely to face housing instability, debt challenges from court fees, restitution and/or child support, and suffer from the psychological effects of incarceration. Employers are often unwilling or, by law, unable to hire individuals with a former criminal history and, even after finding work, these individuals usually experience life-long reductions in earnings.¹⁰ In addition to these obstacles, individuals with a former criminal history often lack the social and/or work soft skills needed to succeed in the workplace.

2. Impact on Children, Families, and Community

While the impact of incarceration on individuals can be quantified to a certain extent, the wide-ranging effects on African-American communities in particular are only beginning to be investigated. Key issues are the consequences on the family and community fabric, as well as the images and perceptions that are communicated to the community's youth who see a substantial proportion of its young men involved in the criminal justice system.¹¹

It is important to note that the cumulative impact of those disparities has had deep and far-ranging consequences to the well-being of the children, families and the community as a whole. Incarceration of a family member impacts the economic, social-emotional, and educational outcome. Within the African-American community, the impact is significant: one in nine children has an incarcerated parent.¹²

3. Benefits of a Skill Development Model

¹⁰ Travis, Jeremy, *But They All Come Back: Facing the Challenges of Prisoner Reentry*, 1st Ed., Washington, D.C., Urban Institute Press, 2005.

¹¹ Mauer, Marc, *Race to Incarcerate*, The Sentencing Project, January, 2006.

¹² Reentry: Helping Former Prisoners Return to Communities; Part of a series from the Technical Assistance Resource Center of the Annie E. Casey Foundation; (2005)
<http://www.aecf.org/upload/publicationfiles/ir2980d32.pdf>

Evidence-based research from national organizations, such as the Aspen Institute and Public Private Ventures, as well as the City's fifteen years of experience with the Seattle Jobs Initiative, demonstrates that providing low-income, low-skilled residents with skills training linked to a career path will increase their likelihood of securing jobs beyond minimum wage and can put them on a path toward higher-wage jobs. By focusing on skills needed in high demand industry sectors, such as that offered in the City's Pathways to Careers Initiative, graduates earn greater wages, are more employable, and are better positioned for career advancement.¹³ It has also been shown that education reduces recidivism¹⁴, with the key influencing factor being the increase in levels of employment for ex-offenders with greater skills and education.

4. Employment & Training Best Practices

For many low-income residents, the need for an immediate job to meet basic needs takes precedent over the acquisition of further education and skills. Recognizing this reality, the City has historically invested in a short-term employment and training (E&T) strategy to help people prepare and secure work that match their skills. Since 1996, 7,179 participants have been enrolled in the E&T program with 58% (4,143) placed in jobs. The strategy is made up of five core components:

- 1) a personal assessment of an individual's skills, job interests and barriers to employment;
- 2) a written plan that addresses barriers and outlines a job search strategy;
- 3) 20-hour job readiness training that covers workplace expectations, what employers are looking for, interview training, networking skills, and resume writing;
- 4) personal referrals to employers by a job developer; and
- 5) regular follow up with the job seeker to encourage, coach and support them in securing full-time employment with benefits.

Two years ago, a sixth component was added help individuals learn about the labor market in an effort to help participants not only secure a job that meets their immediate needs, but also allows them to pursue better paying jobs in high demand careers.

Nationally, a number of programs target the formerly incarcerated. Best practices to connect the formerly incarcerated with jobs have been well documented and applied by many of the organizations providing work skills training, combined with the development of soft skills and life skills, with employment placement services.¹⁵ Generally, sector-focused workforce development programs for this

¹³ *Jobs and the Urban Poor: Privately Initiated Sectoral Strategies* by Peggy Clark and Steven L. Dawson with Amy J. Kays, Frieda Molina and Rick Surpin, November 1995, The Aspen Institute; *Benefits of a Sector Based Approach* by Sunny Schwartz and Johan Uvin, August 2004, The Center for Research and Evaluation, Vol 2, Issue 3.; *Job Training That Works: Findings from the Sectoral Employment Impact Study*, by Sheila Maguire, Joshua Freely, Carol Clymer and Maureen Conway, May 2009, Public Private Ventures, In Brief, Issue 7; *Courses to Employment: Partnering to Create Paths to Education and Careers* by Maureen Conway, Amy Blair and Matt Helmer May 2, 2012, The Aspen Institute, Workforce Strategies Initiative.

¹⁴ Washington State inmates receiving vocational education in prison have roughly a 10% reduced change of recidivating. Drake, E., Aos, S., and Miller, M., *Evidenced-Based Public Policy Options to Reduce Crime and Criminal Justice Costs: Implications in Washington State*. Olympia: Washington State Institute for Public Policy. (2009)

¹⁵ Wallace, Dee and Wyckoff, Laura, *Going to Work with a Criminal Record, Lessons from the Fathers at Work Initiative*, Public/Private Ventures. (May, 2008)

population has a positive impact on employment and reducing recidivism rates.¹⁶ A partnership between corrections and college programming in Oregon recently posted 0% recidivism for their formerly incarcerated participants¹⁷. Impact Services of Philadelphia also attempts to evaluate its success on family reunification, community engagement, and the participant's acknowledgement of personal responsibility.¹⁸

The positive role of community and faith-based organizations to meet the needs of the growing formerly incarcerated population has also been documented by Public/Private Ventures (P/PV) in its Ready4Work strategy funded by the US Department of Labor, the Annie E. Casey and Ford Foundations. P/PV designed Ready4Work to test whether a reentry program could be successfully implemented through a partnership of local community and/or faith-based organizations to provide ex-prisoners with targeted case management, employment services and mentoring. Services consisted of employment-readiness training, job placement and intensive case management, including referrals for housing, health care, drug treatment and other programs. Ready4Work also involved a unique mentoring component—including one-to-one and group mentoring—in the belief that mentors can help ease ex-prisoners' reentry by providing both practical and emotional support. The Ready4Work program served adult former prisoners in 11 cities around the country.

P/PV reports that its analysis of the initiative demonstrates the promise of this model: Participants stayed in the program and many found jobs and avoided recidivism. Through Ready4Work, P/PV reports it has demonstrated the power of social capital, and more specifically relationships, in ex-prisoners' lives.¹⁹

5. Data/Evidence Based Implications for Career Bridge Program

Based on this research and established practice, Career Bridge is built on a strategy to meet individuals' current needs, which often involve addressing immediate employment, while preparing them to transition onto a career path. The added component is the full circle of support from members of the community while participants work on employability skills and network with potential employers. As a consequence, community members are designed to be core team members and partners in the service delivery. Community member participation enhances the Career Bridge program through:

- Outreach & Recruitment – trusted community members are involved in identifying and connecting new participants with the Career Bridge program. Because these community members continue to support the individuals they connect with the program, the ability to build and sustain the community/participant relationship is a crucial component of our model.

¹⁶ Four leading workforce development programs that focus on formerly incarcerated individuals were evaluated to identify best practices and common approaches. Prince, Troy, *Employment & Training Best Practices for Ex-Offender Men of Color*, Seattle Jobs Initiative (January, 2013)

¹⁷ Chemeketa Community College report to the Board of Education (December 12, 2012), <http://www.chemeketa.edu/about/aboutchemeketa/learnaboutus/documents/2012-12-19.pdf>

¹⁸ Prince, Troy, *Employment & Training Best Practices for Ex-Offender Men of Color*. Date?

¹⁹ Bauldry, Shawn and Wendy McClanahan, Public/Private Ventures, September 2008 "*Ready4Work: Final Research Report*" U.S. Department of Labor http://wdr.doleta.gov/research/FullText_Documents/Ready4Work%20Final%20Research%20Report.pdf

- Wraparound Support & Resources – to provide flexible and individualized support to meet barriers, such as housing, transportation, and childcare, and to complete a job training and/or education program.
- Systems Barriers & Policy Work – to address other barriers, such as criminal records, drivers license reinstatement, and credit/asset building.
- Community Ownership – to become partners in program design and implementation, and for long-term sustainability.

Career Bridge Program Design

1. Program Overview & Goals

Career Bridge is a comprehensive approach focused on integrating pathways to economic opportunity with family support and reunification, strengthening community and building support networks. It builds and expands on employment & training models to help low-income residents access the first step on a career path. The course curricula and components are modeled on the short-term training provided by the Seattle Jobs Initiative to springboard participants to a job and/or further college attainment. In addition, essential elements of the Career Bridge program are designed to meet the increased challenges faced by highly disadvantaged individuals with significant barriers to gaining and maintaining employment, more so than similar employment and training efforts aimed at low-income adults:

- Integrating access to wrap-around services into employment and training programs to increase completion and successful placement. Problems with housing, transportation, and childcare are among the major reasons why low-income adults do not enter or fail to complete programs aimed at improving their employment status. Career Bridge will address this by including some funding to help with small emergencies and aggressively connecting participants with other programs that provide these supplementary services.
- Formalizing the role of a “community sponsor” that will also help support completion and ongoing success. The sponsors are organizations who will provide a network of support as individuals struggle with the challenge of stabilizing their lives, completing training, and securing a job. The sponsors will be selected based on their commitment and connections to the communities in which the participants live. Formalizing this role will entail small service contracts, as Career Bridge is transitioned to community-based development organizations.
- Building community capacity, including involvement in program design, decision making, accountability and implementation to develop community-based infrastructure for ongoing program effectiveness and sustainability.
- Training module tailored to individuals with criminal records, including addressing gaps in employment history, job search implications, social media, as well as addressing personal barriers to success.

The long-term goal of the program is to create a more aligned strategy between workforce training investments and social service supports that improves work and education readiness among individuals with significant barriers. With better connections to other resources, including the Human Services Department, Office of Economic Development, educational institutions, training providers and community groups, Career Bridge provides the opportunity to implement a more coherent and

comprehensive approach to supporting individuals along the path to self-sufficiency, as well as building community capacity to address these needs.

The initiative intends to bring to scale existing interventions to address the employment and training needs of extremely disadvantaged individuals, focusing on men of color and limited-English speakers, resulting in more individuals directly served. Better career outcomes are expected for participants over the long-term, with the initiative's emphasis on career and skill development. This improvement to work and education readiness bears directly on the success of the City's workforce strategy of preparing individuals through postsecondary education/training for higher-wage, in-demand jobs.

2. Targeted Population

Career Bridge concentrates on those who face significant barriers to employment so they can begin on a pathway to a living-wage job and career. Examples of those barriers include:

- Limited work experience
- Lack of post-secondary credential
- Low basic skills
- Lack of housing or access to stable housing
- Criminal history (including juvenile record)
- Need for other basic supports (food, transportation, childcare, counseling, family support, financial counseling) to maintain stability
- Limited-English, and/or immigrant/refugee
- Financial obligations and need for immediate income

Career Bridge is currently providing services to men of color who face multiple barriers, including a history of former incarceration, limited work history and low levels of education. In addition, the Career Bridge program intends to serve immigrant/refugee and/or limited English speakers who also have low levels of education and a limited work history. Because of the complexity of barriers, these individuals are also in need of a range of comprehensive services and supports to prepare for and access well-paying jobs with long-term career pathways. These services may address similar needs for housing, transportation, childcare, as well as other services such as English-language instruction

The focus is to develop skills and tools that support an individual's transition into a job and/or training program. The scaling in 2014 is to develop a comprehensive and coherent approach to meet the spectrum of need for individuals who need immediate employment assistance and skill development to be successful in an educational/career pathway. The goal is to develop a comprehensive approach for these populations to prepare them to 'bridge' into college-level training programs, like Pathways to Careers, and into living wage careers. Given the distinct needs of the two target populations, the job training is anticipated to be carried out by one or two organizations with strong linkages to communities of color and the immigrant/refugee communities.

3. Program Components

Career Bridge is designed to allow individuals to assess their needs for a job and/or education and training. Participants are supported through an assessment of options and the development of an actionable plan that they can use to build a pathway to jobs and a career. Individuals are exposed to the local labor market and an assessment of their skills, interests and experience. Finally, participants are connected to training programs and/or job placement services. Program components include:

- Community Sponsors: Partnering with community networks to identify, refer, and provide ongoing support to (sponsor) individuals. These community partners will be those networks, groups within the community that are committed to providing the mentoring, case management, and ongoing support to participants.
- Enhanced Wraparound Supports & Resources: Connection to wraparound supports and resources, including housing, transportation assistance, mental health and drug and alcohol counseling, child care assistance, and other basic supports. A Career Investment fund will be established to provide flexible funding to address employment or training barriers that cannot be otherwise met. These resources are intended to be a fund of last resort and address those critical needs (such as housing, transportation, work clothes and fees) that are required for employment and/or training.
- Career Bridge Workshop: Twenty hours of career building and personal development training and planning. At the end of the Career Bridge workshop, participants will have a Personal Career and Job Plan of Action, identifying short-term and long-term goals and actions; a portfolio - resume and cover letter; and network of support.
- Cohort Model: Individuals enter and progress through the program as a group. Participants benefit from the mutual motivation, encouragement and collaborative learning that occurs within a cohort model. Importantly, a participant's peers also become a critical component of the network of support created, in addition to the community and organizational sponsors.
- Job Developer: A "job developer" to cultivate targeted employer networks with sectors and industries that could provide opportunities for the targeted population and identify appropriate job opportunities; and work with the participant in targeting a job search and building an informal hiring network.
- Training Referrals: Participants who have identified a training area, and are ready, will be connected to other programs for basic skills and/or post-secondary training programs.
- Advocacy and Policy Work: to identify internal and external policy barriers and potential system partners and opportunities to support the program.
- Personal Empowerment: to provide participants the skills, confidence and support to be successful in a competitive job market, especially challenging for individuals with criminal histories, as well as their roles as leaders in their family and community.

4. Service Delivery - See attachment: "Career Bridge Program Flow Chart"

Potential participants are initially referred through a community sponsor network. Many of these sponsors, including The Men of Color Group, G.A.M.E., 4-C Coalition and FAVOR, have been active in the African-American community, providing mentorship, advocacy and access to resources. Other organizations are also involved (e.g., the Urban League) to support participants with other needed services (e.g., expungement of criminal records). Prior to referral, community sponsors are expected to connect with the participants to begin the mentorship/support relationship, determine the participant's

ability to benefit from the Career Bridge program, and begin to identify and address employment and training barriers, such as housing, childcare and transportation.

Once individuals' eligibility and readiness are confirmed, participants engage with their cohort through a pre-training orientation facilitated by community sponsors that is designed to create shared responsibility and accountability for success. Elements include preparing individuals for the job readiness workshop, ensuring that basic needs and barriers to success are being addressed, and providing mentorship and counsel to participants.

The actual Career Bridge Workshop is a one week, 20-hour employment readiness and performance skills training course, followed by a networking lunch and appointments with a job developer from the training organization. The training curricula includes an overview of the labor market and career options, job search skills and resources, resume and cover letter writing, interview training & practice, computer skills assessment, workplace culture & expectations, and college knowledge. The resume and cover letter will become part of a participant's portfolio. Each participant also creates a personal plan to define goals, career interests, a plan that outlines their job or training action items, as well as identify how they will meet the commitment to "give back" to their community. The job search action plan is shared with the community sponsor and the job developer for accountability and support. Each workshop ends with a graduation and a networking event to put participants in contact with referral agencies and employment and training programs.

Following completion of the workshop, participants either are linked to a training program and/or a job developer. The job developer maintains regular contact with the participant and sponsor, works to empower/encourage the participant to lead their own job search and provide the critical access to the "informal hiring network" via the job developer's connections to hiring managers. This is especially critical for participants with criminal histories and the job developer can make personal recommendations.

During this entire process community sponsors commit to supporting the participant through ongoing assistance, mentorship and guidance, providing personal and family support, assist in accessing resources and other community supports, engaging in an authentic relationship with access and availability, and helping to make good decisions.

Participants remain connected to their community sponsor and service providers through their progress on a career pathway. This entails an ongoing sponsor/participant relationship that does not end with a job placement and/or training enrollment. Many of the participants may also elect to stay engaged with Career Bridge, by joining the network of support for future participants.

5. Experience of Career Bridge's First Cohort

Career Bridge began to apply these program elements in late October 2012 with an initial cohort of eighteen individuals. All eighteen were connected with one of six community sponsors, who agreed to provide participants with support and connection to community resources. All of the participants in the first cohort are African-American men. Nearly two-thirds did not have stable housing; one-third identified as homeless and another one-third were in transitional housing or staying with families or friends. Nearly 90% of the participants had a criminal history and two-thirds of the participants were earning less than \$10,000 per year.

Each of the participants completed the Career Bridge Workshop and sixteen of the eighteen still remain active in the program. In a post-workshop survey, the participants reported that they were better prepared to advance their career goals and that they felt supported to enter into the Career Bridge program. The active participants are working with a job developer and/or being connected to training. Four are now working and two are pursuing additional career training. For the two participants who have been inactive, the community sponsors and other participants have been working to reconnect with these individuals and assess their readiness to resume their personal action plans. OED and HSD will continue to examine the outcomes of the first cohort to inform program design and delivery.

6. Organizational Structure & Roles

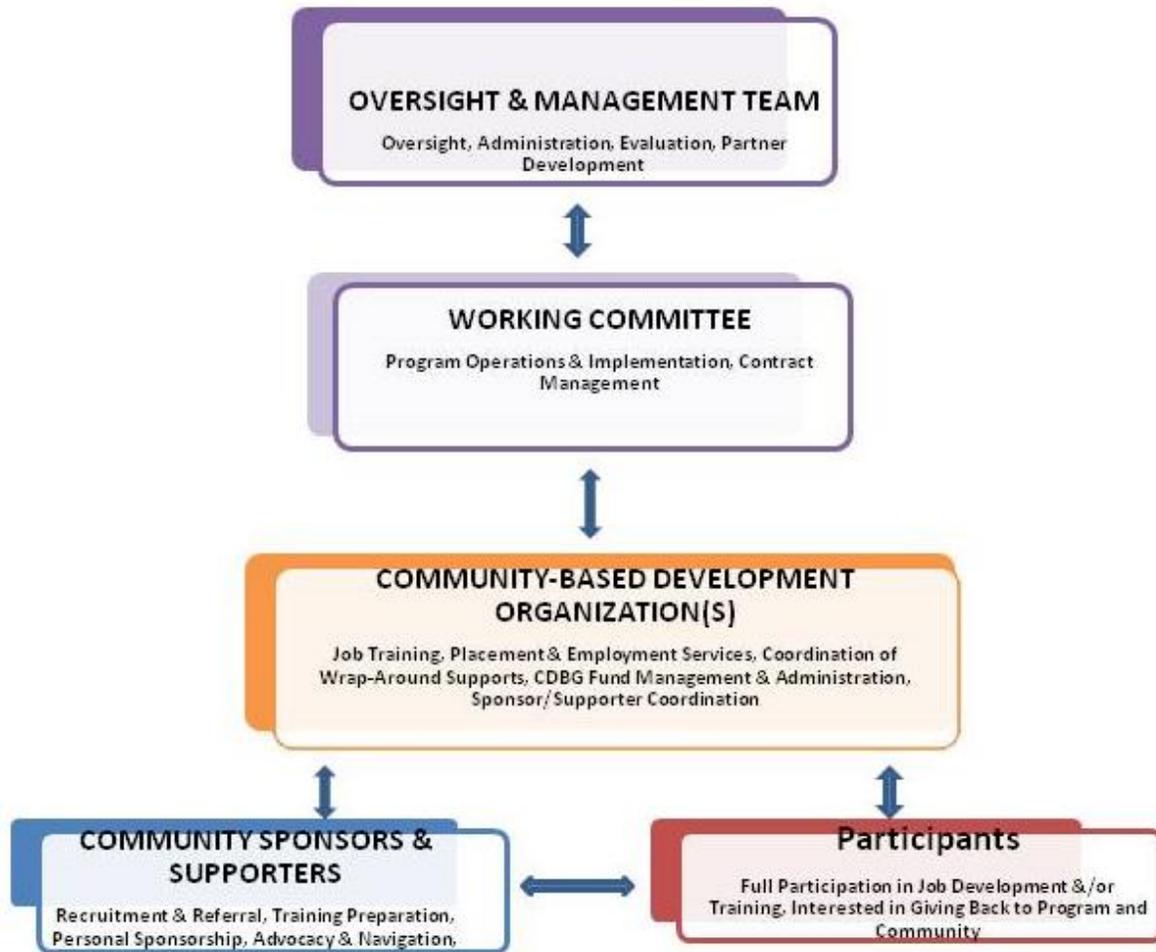
The Career Bridge organizational structure is depicted in the chart below. The Oversight Team provides overall financial, program, evaluation and tracking administration, as well providing program accountability to the Executive and Council. This team is led by the Human Services Department and the Office of Economic Development, with staff support from the Seattle Jobs Initiative.

The Working Committee is involved in the development, oversight, and administration of the operational processes and policies for Career Bridge. Once the Community Based Development Organization(s) is/are selected, this group will also provide contract oversight and management. The Working Committee is comprised of staff from OED, HSD, SJI and representatives from the community sponsors.

Community Based Development Organizations (CBDO) will assume the role currently filled by SJI in program delivery and oversight for Career Bridge. Job training, placement, and other employment services are expressly permitted activities under CDBG rules when they are carried out by an eligible CBDO. It is anticipated that one or two CBDOs will be selected with strong linkages to communities of color and immigrant/refugee communities. The CBDOs will be trained by SJI to directly administer the training curriculum. OED and HSD have already begun to discuss Career Bridge with several organizations that might be able to fill the CBDO role, and an assessment of capacity and interest will begin in 2013.

Community sponsors and supporters are those informal networks, grassroots organizations, churches, and other groups who are on the ground to provide critical connection points to refer and support program participants. In addition to “walking the path” with participants, community sponsors will also be enlisted to support program graduates with job connections, case management, and wrap around services. This partnership will begin to build community capacity and the social service network needed to help individuals access, progress and complete job and training programs leading to self-sufficiency.

Career Bridge Organizational Structure



Expected Timelines for Partner Selection & Existing Program Partners

Seattle Jobs Initiative has been a partner in the development of Career Bridge and participated in the program development, design and initial implementation of the program. SJI is facilitating the 20-hour job readiness training session and has contracted with a job developer to provide job placement and employer connections. While SJI has allowed the City to jump-start Career Bridge in 2012 and support its implementation in 2013, the service delivery function will be moved out of SJI and housed entirely within the community. Beyond 2013, SJI will continue to provide mentorship to the community entity(ies) and link its training and educational pathways to program participants.

Community Development Block Grant funds are particularly well suited to provide the kinds of services included in the Career Bridge program. However, a number of technical issues are being worked through with the Human Service Department and City Budget Office to ensure that the City can navigate the appropriate deployment activity given the Public Services and Planning Caps for CDBG. The eligibility and organizational requirements to utilize CDBG funding for the employment and training activities within the Career Bridge model have been reviewed. Based on the initial assessment, the most practical approach is to establish CBDO status for one or more existing organizations that are currently engaged in the employment and training of low-income individuals. This requires both a focus and

mission to improve the physical, social or economic conditions within an identified geographic area. There are a number of existing non-profit organizations whose mission and work can readily meet these requirements, but it requires a review of board composition and bylaws for a demonstration of geographic focus. Part of the work in 2013 is to continue the organizational assessment and begin discussions with those who have the capacity to implement an expanded employment and training program for individuals with significant barriers.

Career Bridge CBDO Selection Process and 2013/2014 Workplan

ACTIVITY	TARGETED DATE(S)	DESCRIPTION
2013 Workplan		
Continue Employment & Training Services for Limited-English clients	Ongoing thru 2013	OED will continue to contract (via SJI) with Asian Counseling and Referral Service to provide direct employment and training services to Limited-English population
Ongoing Training Cohorts	February 23, 2013, followed by cohorts in March, May, July, September, November	Six cohorts are to be offered in 2013 for up to 120 individuals
Career Bridge Sponsor Meetings	Weekly	2013 Cohort Support & Program Implementation - facilitate community sponsor/participant enrollment and follow-up.
Program Evaluation	Internal Evaluation – ongoing	Evaluation initial implementation outcomes and lessons Assess community sponsors
Begin Community & Partner Discussions on Needs of Limited English & Immigrant/Refugee Population	1st Qtr (Jan-Mar) and throughout first half of 2013	Discuss Career Bridge approach to this population with community, CBOs and potential implementation partners
Finalize Scalable Program Budget & CDBG Requirements	1st Qtr	
Organizational Assessment	1st Qtr	Continue organizational assessment of alignment and capacity to implement Career Bridge Program.
Convene RFQ/RFP Selection Team	2nd Qtr (Mar-June)	Develop Scope of Work
Finalize Evaluation & Reporting Mechanism	July 1, 2013	Workplan and report to Council as requested by Green Sheet 120-2-A-1
RFI/RFQ/RFP Process	3rd & 4th Qtr	Establish are able to meet CBDO eligibility requirement and initiate competitive bidding process
CBDO Selection	4th Quarter (Oct – Dec)	Finalize funding decisions and contracts and community engagement and partnership agreement
Establish CBDO Status	Following Selection	CBDO status requires a focus and mission to

	and continuing in early 2014	improve the physical, social or economic conditions within an identified geographic area. This may require a review of board composition and bylaws to meet these requirements.
2014 Workplan		
Transition Job Readiness and Employment Services to CBDO(s)	1st Qtr (Jan-Mar)	Services currently provided by SJI (Employment & Training Curricula and Job Development) will be transitioned to CBDO
CBDO implementation of employment training program for Men of Color	1st Qtr (Jan-Mar) and ongoing	At least six cohorts are to be offered for at least 120 individuals
Community Sponsor Outreach for Immigrant/Refugee Community	1st Qtr and ongoing	Similar to Men of Color process, assess existing community capacity & resources to provide wraparound supports
CBDO implementation of employment/training program for Immigrant/Refugee	2nd Qtr and ongoing	Phased implementation of employment/training program for individuals with Limited-English to allow for community network development; Up to six cohorts are to be offered for up to 120 individuals
Completion of City Auditor's Evaluation of Career Bridge Program	July 1, 2014	City Auditor evaluation of Career Bridge Program due to Council

Career Bridge SLI Subsequent Reporting & Evaluation

By July 1, 2013, OED & HSD, in coordination with the Office of the City Auditor, will provide:

- A detailed annual reporting plan, including specific, measurable, target program outcomes.
- A preliminary report on Career Bridge outcomes,
- Estimates of Career Bridge's fixed and scalable costs.

Additionally, OED and HSD will also report on the evaluation methodology for the Career Bridge program, in partnership with the Auditor's Office as outlined in Green Sheet 120-2-A-1.

OED and HSD have already met with the Auditor's Office to discuss the evaluation methodology and to provide an orientation to the Career Bridge program and the Seattle Jobs Initiative.

Career Bridge Internal Evaluation Plan

Comprehensive data collection and culturally relevant evaluation methods are integral components in the structural design of Career Bridge. An internal evaluation effort is being lead by Dr. Tracy Hilliard, Human Services Department's Director of Data Integrity. Dr. Hilliard has extensive experience in survey design, qualitative and quantitative research methods, data analysis, community-based research and programming, and program evaluation.

Data collection is implemented using a mixed methods approach which incorporates both quantitative and qualitative measures to obtain substantive information regarding what works well and what can be improved. Thorough analysis of data collected from participants, community sponsors, community supporters, and the Oversight Committee provides a mechanism for identifying key facilitators of success, and informing any necessary modifications to the Career Bridge design. Data collection is ongoing between participant cohorts for continuous quality improvement to identify lessons learned. The initiative will be refined as needed, according to what the data suggests.

Quantitative data is collected via the Seattle Jobs Initiative (SJI) using the standard enrollment form used for all SJI clients. Career Bridge participants, community sponsors, community supporters, and the Oversight Committee have collectively identified measures, in addition to the standard SJI enrollment form, to also collect to ensure participants' success upon intake and completion of Career Bridge.

Qualitative data is collected to capture information that cannot be reflected through counts or statistics, and instead highlights vignettes from participants, community sponsors, community supporters, and the oversight committee. This qualitative data is collected via informal focus groups and in-depth, semi-structured interviews. The stories shared via the qualitative inquiries are critical to highlighting the importance of the relational model of the initiative and the culturally relevant components which may not be identified using quantitative measures.

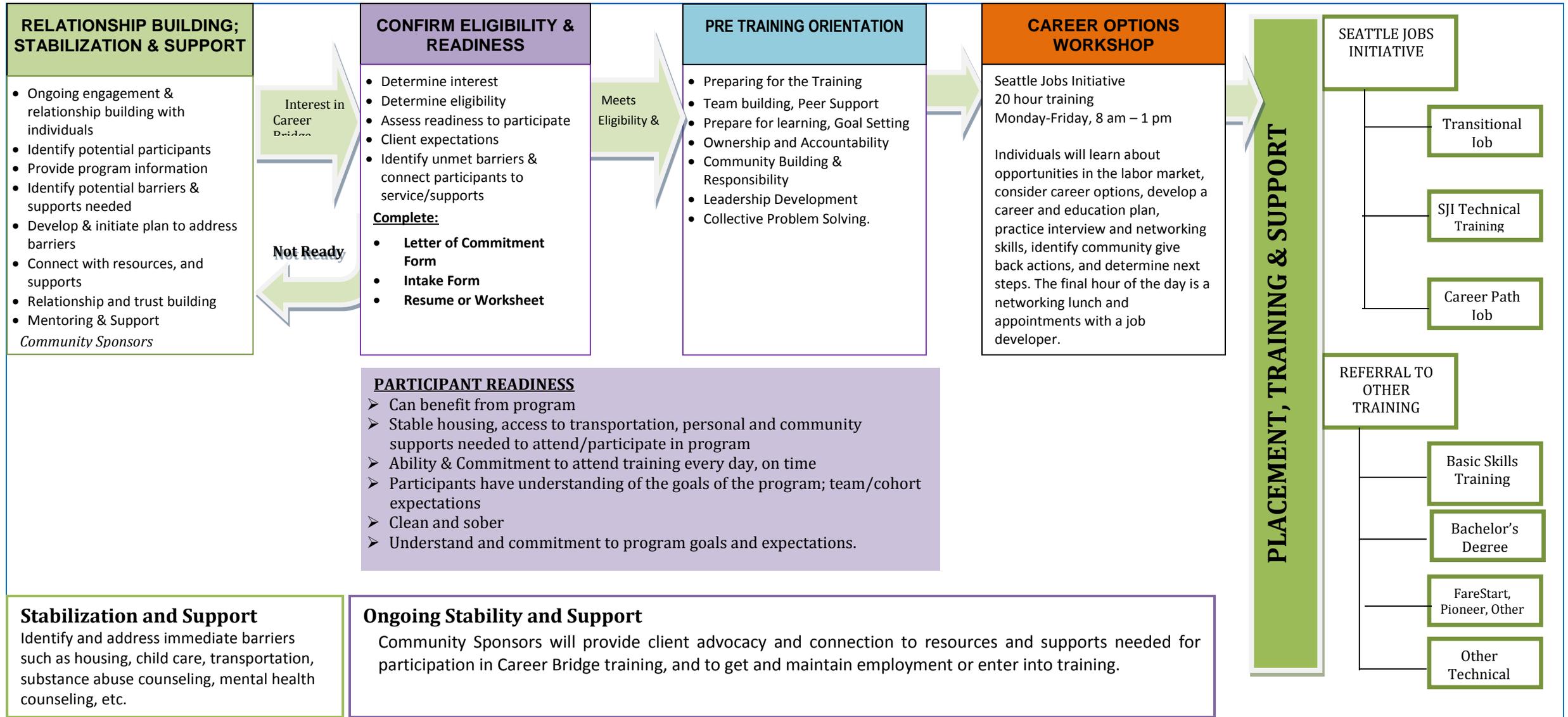
The Career Bridge design and evaluation strategy allows all involved parties to collaborate in the process of developing the data collection and evaluation processes. This approach is critical for community capacity building, which has been clearly identified as key goal for Career Bridge among all stakeholders. Many elements of the Career Bridge design and evaluation are more culturally relevant than what exists from evidence based models, which often do not account for the specific needs of diverse communities, who are often underrepresented in research.

An external evaluation will also be conducted on behalf of the City Auditor which will serve as a second forum to identify Career Bridge successes and areas for improvement.

CC: Ben Noble, Director, Council Central Staff
Sara Belz, Council Central Staff
Susana Serna, Council Central Staff
Beth Goldberg, City Budget Office
Becky Guerra, City Budget Office
Jeff Muhm, City Budget Office
Jeanette Blankenship, City Budget Office
Jaline Quinto, Mayor's Office

Attachment: Career Bridge Program Flow Chart

Career Bridge Program Flow Chart



COMMUNITY SPONSOR'S COMMITMENTS:

Personal Sponsorship: Provide ongoing assistance, mentoring, and guidance to support the participant's success.

Personal and Family Support: Assist participants and their families – strengthening families, and communities.

Empowerment & Accountability: Provide mentorship, guidance, healing, and counsel to participants - Help them make healthy choices

Family & Community Reunification

Community Sponsors: 4C Coalition. FAVOR. GAME. Got Green. Men of Color. True Change (Truevine Church). Urban League of Metropolitan Seattle