

New York City Department of Small Business Services

Concept Report

Work Advancement and Support Center Project:

Meeting Worker and Employer Needs

July 2, 2007

I. Purpose of the RFP

The New York City Department of Small Business Services (“the Agency”) plans to release a Request for Proposals (“RFP”) for a new Work Advancement and Support Center (“WASC”) to be located in the Bedford Stuyvesant neighborhood of Brooklyn. The Agency will seek a uniquely qualified contractor with demonstrated capacity to deliver a cutting-edge program that provides employer-based retention and advancement services to low-income workers. The Agency’s WASC intervention, which is envisioned to be the next step in the evolution of New York City’s workforce development system, is based on a program model created by MDRC¹ for the National Work Advancement and Support Center demonstration project, which helps advance low-wage workers out of poverty. Currently being implemented in four sites around the country, MDRC’s WASC demonstration project is the subject of a rigorous evaluation to test the effectiveness of increasing low-wage workers’ earnings, employment retention, and career advancement, and improving their economic circumstances and family well-being. Sample enrollment is currently scheduled to continue through the end of 2007. The evaluation will end in 2010 with a final report; however, there will be two interim reports published in 2008 and 2009. The evaluation results will help to shape future policies of the federal workforce development system, and the Agency’s WASC project will contribute to the knowledge development agenda established by MDRC’s national evaluation.

In December 2006, Mayor Michael Bloomberg announced the City’s commitment to implement the recommendations from the work of the Commission for Economic Opportunity, a public-private initiative charged with devising strategies to increase economic opportunity and reduce poverty within the City of New York. Over 340,000 *working* New Yorkers are living in poverty, constituting 46 percent of poor households. The Commission’s recommendations for alleviating poverty among the working poor include: promoting career paths; improving access to financial work supports; and increasing asset building and financial literacy.

In an effort to assist low-wage workers to access career advancement and asset building opportunities identified by the Commission, the Agency has been selected to implement a project to create a work advancement and support center. Working in close collaboration with employer partners, the selected contractor would be expected to address the recommendations of the Commission — the services of the new center will offer career advancement and asset-building opportunities for the working poor and other entry-level and low-wage workers, help employers to fill their needs for skilled workers, and move

¹MDRC is a non-profit, non-partisan social policy research organization that has conducted rigorous studies of workforce, welfare and education programs across the country, and internationally.

workers into high-quality jobs and career paths. While the Center is based in Bedford Stuyvesant, the reach of the Center will be city-wide to assist appropriate businesses with their retention and advancement needs. In implementing its programs, the staff of the Center will spend a significant portion of their time in the field, working with employer partners.

II. Background

For those already connected to the labor market, the primary challenges are low wages and limited advancement opportunity. Low earning power means that a large number of working families in New York City live at less than 200 percent of the federal poverty level, a family economic condition most analysts would associate with the “working poor” because of New York’s high cost of living. Many families stay “stuck” in jobs with wages at or near the poverty level due to low rates of advancement and limited educational attainment. In addition to basic living costs, these tight family budgets are often further strained by “the costs of being poor” — for example, paying fees for check cashing and other basic financial services.² These working poor individuals can be helped by increasing connections to quality employment, work supports, and other financial assets and by strengthening information networks; identifying needs and opportunities to build skills and get credentials; and showing participants the steps needed to build job experience, increase retention, improve job performance, and find paths to better jobs.

New York City is currently experiencing the tightest labor market in decades, as is evidenced by the lowest unemployment rate since the late 1980s.³ However, the skill levels of many entry-level employees are too low to ensure they will be equipped to fill the mid-level labor shortages that are predicted for several key industries. For example, while thousands of low-paid home health aides are a potential pipeline to in-demand, higher-paying, higher-skilled jobs in the healthcare field (such as licensed nurse practitioner), most will be too low-skilled to qualify, leading to massive shortages in the availability of candidates for those jobs. This problem is pervasive across growth industries. The primary focus of the WASC would be on service to employers to ensure that New York City is building a pipeline of talented workers to address projected shortages.

The WASC can focus on businesses citywide; however, it will ideally have a Brooklyn focus. The Mayor’s Office of Comprehensive Neighborhood Economic Development (CNED) has targeted communities to pilot intra-governmental approaches to local economic development that will promote workforce, asset, and business development strategies for local businesses and residents. Bedford Stuyvesant is one such community,

²See Robert I. Lerman, “Are Low-Income Households Accumulating Assets and Avoiding Unhealthy Debt?” Urban Institute, May 2005; Matt Fellowes, “From Poverty, Opportunity: Putting the Market to Work for Lower Income Families,” Metropolitan Policy Program at Brookings Institution, July 2006; and Michael S. Barr, “Banking the Poor: Policies to Bring Low-Income Americans Into the Financial Mainstream,” MPP at Brookings, September 2004.

³ www.bls.gov. "Local Area Unemployment Statistics, 1987-2007"

and will be the location of the Center. Bedford Stuyvesant businesses that express a need and interest in retention and advancement programs will be targeted for WASC services.

Additional background information on the changes to the labor market, and the growth in financial work support programs is provided in Appendix A.

III. Proposed Program Model

The new WASC center would target currently-employed, low-wage workers through an employer-based strategy, which would collaborate with specially-targeted employers to improve the performance and productivity of their entry-level workers through improved morale, motivation, and “engagement” in their jobs; increase job retention; and, identify and prepare qualified people to fill more highly-skilled positions. Employees would also be connected to education and training, better jobs; and access to financial benefits like health care, child care and other resources for working families.

Employer-Based Services

Meeting employers’ labor needs is essential to attracting and keeping businesses that contribute to both the local tax base and the local job base, and to promoting capital investments in the local and regional economy. The state of preparedness of the current and future workforce has become part of the business of economic development. In order to sustain a competitive economy that leads to prosperity for both businesses and individuals, workforce efforts must: (1) *help workers* qualify for higher wages, get better benefits, and opportunities to advance into jobs in growth clusters; and, (2) *help firms* to remain competitive by meeting workforce skill needs, addressing shortages of qualified workers, and increasing worker productivity. WASC’s employer-based strategy would locate retention and advancement activities at employers, with the goals of increasing productivity through worker motivation and increased skill levels; lowering training costs by providing on-site, cost-effective workforce preparation; lowering supervisory costs; and, as a result of these workforce-focused efforts, increasing businesses’ capacity to deliver quality products, strong sales, and high customer satisfaction.

Locating activities at the employer also responds to a central challenge of the project: engaging busy, low-wage workers. Providing services at the job site can lessen the burden placed on workers to balance work and family, minimizing transportation and child care costs while incumbent workers take part in advancement-related activities. Moreover, by asking employers to help take the lead in the design and delivery of services, there is an added motivation for workers to invest their time and effort to pursue advancement. If training and other advancement-related activities are seen as something the employer says is important, the workers themselves may take these activities more seriously, i.e., as a surer route to advancement.

The WASC employer-based services would target common retention and advancement issues in key industries and or/occupations that are important to the Brooklyn economy and resident labor force. Target industries and/or occupations will be defined in the RFP.

Businesses may be located throughout the city; however, emphasis will be placed on Brooklyn employers in targeted industries. The strategy would incorporate a combination of individual and group services including:

- *Training.* Post-employment skills training, either on-the-job or off-site; training a group of current entry level workers at a firm to move up into a block of hard-to-fill positions; training organized by cooperative sector/industry cluster initiatives or career ladder initiatives; supervisory skills training for existing and potential supervisors
- *Individual coaching.* Individual job and career coaching for individuals who work at targeted employers, or who are working in targeted industries; retention and career coaching to employer-identified advancement candidates within a particular firm
- *Work supports and asset building for incumbent workers.* Connecting employees to work supports to strengthen retention and help resolve work/family conflicts⁴

WASC staff would work with each participating employer to arrive at a design that is compatible with the needs of the firm. The menu of services would be determined by matching worker advancement goals with meeting employer needs. Table 1, in Appendix B, provides examples of services that could be matched to particular workforce challenges known to affect employers with large numbers of low-wage workers. WASC staff will collaborate with employers to create tailored interventions to address these or similar issues.

The core WASC service strategies include:

Individual retention coaching. Employment retention and career advancement services are mutually-supportive components of the employer-based service package. Retention services that stabilize employment may allow workers to pursue additional training that eventually leads to a promotion and/or higher wages with their current employer. This route may also help the participant secure a better job – one that offers better benefits, flexible hours, or is a better fit with the participant’s goals and aspirations. Such jobs may in turn have the effect of increasing long-term job retention, as workers have greater incentives to remain with their employers. Since retention services are expected to continually reinforce the individual’s attachment to the labor market, employers should also be vested in the provision of these services.

Service providers often refer to job retention services as “crisis management,” and it is true that staff would need to be prepared to work with participants facing crises that may jeopardize their jobs. However, by consistently returning to *advancement* goals during each contact with participants, WASC staff would coach participants in acquiring the

⁴ Individuals enrolled in WASC through their employer will also be assisted with work supports. See “Financial Work Supports Screening and Application Assistance”, page 7 for a description of these services.

skills to plan ahead for unexpected circumstances and to manage the problem successfully on their own. These are skills that successful working people master – the same skills that employer-based services participants will master to succeed in the labor market.

Individual advancement coaching. WASC staff would work with each participant to develop an individual plan for advancement. The plan would identify goals for employment retention and advancement, and for income improvement (including work supports). The primary tool for participants to set and work towards those goals is the Income Improvement and Advancement Plan (see Appendix C). The plan would identify specific advancement goals and action steps to be taken towards them. It would continually be reviewed and refined by both the participant and his or her coach to reflect evolving goals, participant concerns, and action steps, and it would record progress towards goals over time.

For many workers, a career path would move them up within their current employer. For others, a career path would lead them to a more skilled job at another employer in the same industry, or to an entirely new occupation or industry. Recognizing that each program participant's career trajectory would be different, and that there are multiple pathways that workers can follow to get ahead, WASC would deliver retention and advancement services in tandem, assisting participants to stabilize employment while working to identify ways to move up. With agreement and cooperation by the employer, advancement strategies will follow two mobility pathways: (1) advancing within an *existing* job or occupation, or (2) *switching* employers. When it makes most sense for participants to switch employers, WASC staff will broker services of the Workforce1 Career Center to backfill vacancies. Some of the most common advancement paths include:

- Earning a higher job performance rating
- Increasing wages due to new skill acquisition or increased tenure in the job
- Increasing the hours of work, and/or change to a more desirable work schedule
- Increasing in benefits
- Changing to better-paying job with current skills
- Switching to a company with a more affordable health plan, a safer workplace, an easier commute, more job classifications, etc.

Financial Work Supports Screening and Application Assistance

WASC primarily targets food stamps; child care or Head Start; health coverage including family Medicaid, children's Medicaid, and the State Child Health Insurance Program (SCHIP); tax credits including federal, state, and local Earned Income Credits and federal Child Tax Credits. Many low-income working individuals and families do not receive these types of financial work supports even though they may qualify. One goal of WASC is to increase the rate at which low-income workers take-up these supports.

All WASC participants would be screened for eligibility for these and other benefits, using ACCESS NYC, a free, web-based service that identifies and screens for more than 20 City, State, and Federal human service benefit programs in multiple languages.

Financial Assets and Wealth Building

WASC Staff would connect participants with alternatives to aggressively-priced services, including high interest rate consumer loans, high interest rate mortgage loans, and high-fee check cashing services, and locate and promote opportunities to establish regular checking and savings accounts, repair credit, and make investments to build family wealth.

Rapid Re-employment Service

Even though the project is targeted at employed workers, job loss is likely to occur for some individuals. In response, WASC staff would connect participants to rapid reemployment services at the nearest Workforce1 Center. For participants for whom job loss is imminent, staff would counsel them to seek other employment in a better paying job or in an industry with career mobility opportunities, prior to leaving their current job. For participants who quit or are laid off prior to securing new employment, staff would work to help them find another job quickly.

IV. Performance Goals and Outcomes

A. Program Goals

The primary goal of the WASC is to expand the demand-driven workforce development strategy that the Agency has pursued over the past three years which consistently attracts and delivers for employer customers who can benefit from hiring and/or training the jobseeker candidates through the Workforce1 Career Centers. As a result of this strategy, from April 2004 to May 2007, over 27,000 jobseekers have been placed in employment through the Workforce1 Career Centers. The WASC would test new employer-based strategies focused on employee retention and advancement.

WASC would use a combination of traditional and new workforce development strategies to achieve outcomes for both workers and employers. In the long-term, WASC would create paths for low-wage workers to advance to better jobs by identifying and training for sectors and occupations that provide higher wages without necessarily requiring high levels of skills and education. In the short-term, WASC aims to put more money into the pockets of working poor New Yorkers through a package of financial “work supports” that are already available to working families. WASC would focus on the following goals:

Goal 1: Reduce poverty and increase income for individual participants

Short-term results (6-12 months): Participants are expected to increase household income through a combination of increased earnings and temporary or permanent increased use of work supports.

Long-term results: Increase household incomes *through earnings alone* to the point that they no longer require financial work supports. For those working full-time, this could be achieved by obtaining a higher wage rate; for those working part-time, this could be achieved by increasing wages and/or increasing hours of work.

Other results: Recognizing that some low-wage workers would not successfully advance in the labor market, even over extended periods of time and even with access to advancement services, raise household incomes exclusively through participants' increased use of *financial work supports alone*.

Core outcome measures for Goal 1:

- 200 intensive service participants secure income upgrades in the first year
- 500 upgrades annually thereafter

Goal 2: Provide employer-based advancement services to targeted businesses

The project would help employers increase retention, productivity, and skills among their entry-level workforce.

Core outcome measures for Goal 2:

- Increased retention rates, productivity, and “employee engagement” for businesses
- Increased ability for businesses to fill advancement positions internally

B. Measuring Program Outcomes

The following additional performance benchmarks are proposed for this project. Please note that while the WASC strategy is fully employer-based, the unit of impact is both the individual employee and the business that is receiving service. Proposers will be asked to provide figures for these benchmarks when responding to the RFP:

Total number of participants served

Total number of participant upgrades

- Received a wage raise
- Increased work hours (up to 40/week)
- Attained employer-provided benefits
 - Health insurance
 - Vacation
 - Sick leave
- Increased job stability
 - Permanent position

- Better hours/shift
- Progress on career path
 - Completed training
 - New job in target field
 - New job/position w/career ladder
 - Promotion
- Work supports: # applied for and # received
 - Child care
 - Medical
 - Food stamps
 - EITC/other tax credits
 - Transportation
- Asset building
 - Opened checking or savings account
 - Made a long-term financial investment (e.g., in a home or retirement)
- Skill development
 - Number of customers receiving training
 - Number of trainees with increase in literacy skills
 - Literacy skill increase
 - Number of trainees attaining GED certificates
 - Number of trainees with increase in other work readiness skills
 - Work readiness skill increase
 - Number of trainees with increase in English language proficiency

Process and quality measures for the WASC center

- Effectiveness of target population recruitment (# of participants served)
- Customer service/satisfaction
 - % of customers report being treated with respect
 - % report satisfaction with value offered/provided by the center
- Customers taking steps to achieve upgrades
 - % of customers report gaining knowledge of achievable steps to increase income within the next 3 months, within the next 12 months
 - % of customers report gaining knowledge of achievable steps to increase earnings within the next 3 months, within the next 12 months

Employer outcomes

- Number of employers served
- Increased productivity
- Ability to fill advancement positions internally
- Employee engagement
 - Trust senior management
 - Are asked for their ideas and opinions on important matters
 - Clearly understand the organization's vision and strategic direction

- Trust their supervisors
- Receive recognition and praise for good work
- Have a clear say in decisions that affect their work
- Perceive their supervisors as caring and considerate of their well-being
- Workers know how their job performance is rated, what steps they need to take to get positive performance ratings, feel confident that it is possible to take such steps

V. Project Partners

The contractor would leverage the capacity of several existing institutions to supplement the services offered by WASC staff, as follows:

- Workforce1 Career Center system
- New York City Department of Small Business Services
- Economic development and local business networks, industry associations and business intermediaries
- Other city and state agencies as appropriate
- Community-based social service organizations

The operator will be expected to forge appropriate partnerships with local organizations which can include the provision of services such as:

- GED/high-school equivalency instruction,
- Instruction for English language learners,
- Short-term vocational skills training, and
- Academic and vocational degree programs.
- Financial literacy and coaching

VI. Planned Method of Evaluating Proposals

Evaluation Criteria

The Agency anticipates that the evaluation criteria would include:

- Demonstrated success in working with employers and other business entities (e.g., industry associations, business intermediaries)
- Demonstrated successful relevant workforce experience in retention and advancement services
- Demonstrated organizational capacity
- Quality of proposed approach and strategies used
 - A successful proposal would use an employer-based strategy for retention and advancement
- Quantity and quality of proposed leveraged funding, resources and expertise
- Demonstrated effective processes for documenting outcomes, managing quality assurance, and continuous improvement,

- Evidence of strong data systems that support efficient data collection and effective tracking and case management and reporting
- Evidence of effective communications and marketing strategies to reach the target population

VII. Proposed Term of the Contract

The Agency anticipates that the term of the contract will be 3 years with an option to renew the contract for up to three additional years.

VIII. Procurement Timeline

The Agency anticipates the following timeline for this procurement:

- Release date of RFP: August 2007
- Proposal due date: September 2007
- Award announcement date: October 2007
- Contract start date: February 2008

IX. Funding Available and Sources of Funding

The Agency anticipates that the three-year operating budget for the WASC Center will not exceed \$4,500,000, plus approximately \$500,000 for start up costs. Funding will come from City tax levy allocated specifically for the purpose of supporting the Center for Economic Opportunity (“CEO”) initiatives.

Anticipated Number of Contracts: The Agency intends to award one contract for the RFP. However, collaborative proposals between two entities demonstrating previous successful collaboration will be considered.

X. Site

The Agency, in collaboration with the Mayor's Office of Comprehensive Neighborhood Economic Development, has chosen Central Brooklyn as the appropriate locale for the WASC based on several criteria, including forecasted economic growth in Brooklyn.

The WASC location will be within the Bedford-Stuyvesant neighborhood, the boundaries of which are delineated as follows: Flushing Avenue to the north; Broadway and Saratoga Avenue to the east; Atlantic Avenue to the south; and Classon Avenue to the west. There is the possibility that space would be available to operate the WASC project out of an office that would be located in Restoration Plaza, a neighborhood hub located on Fulton Street between New York and Brooklyn Avenues, near to the A and C train

Nostrand Avenue subway stop, the 25, 26, 43, 44, and 48 buses, and many retail businesses.

Proposers would be requested to demonstrate control of the proposed program site pursuant to a letter of commitment from a landlord for a site of appropriate size and use, for the duration of the contract term. A landlord will be permitted to issue a letter of commitment to more than one proposer for the purposes of the Request for Proposals.

XI. Vendor Performance Reporting Requirements

The contractor would report on employer and jobseeker outcomes as defined by the Agency. Outcomes will include jobseeker placement, retention and advancement indicators; and business recruitment, turnover, and employee engagement indicators. The Agency will provide the selected contractor with data tracking systems which the contractor will be expected to use. The Work Advancement Center is part of the CEO initiative and will be evaluated to determine whether it is meeting its program goals and contributing to increasing the education, training, employment, earnings, and supports available to low-income individuals. The Work Advancement Center operator and any of its subcontractors are required to comply with monitoring, evaluation, and reporting requirements as defined by the Agency and the CEO. At a minimum, the Work Advancement Center contractor would be required to maintain and submit client-level data (reflecting client and household characteristics, services provided, outcomes, and follow-up). Such data should be submitted on a monthly basis, or other frequency determined by CEO, in an electronic format that can be read by a commonly available commercial spreadsheet program, such as Microsoft Excel. The Work Advancement Center should participate in ongoing monitoring and evaluation activities led by CEO or its designee, such activities may include site visits, surveys, interviews, focus groups, administrative records review, and other data collection and evaluation strategies.

XII. Comments

Please submit any comments on this concept report or the anticipated RFP in writing by August 16, 2007 at 4pm to the attention of:

Sheridan Ameer
Agency Chief Contracting Officer
NYC Department of Small Business Services
110 William Street, 7th Floor
New York, New York 10038
RE: Industry Focused Center

APPENDIX A

Additional Background Information

A. Changing Labor Market Conditions

Like many other major U.S. cities, New York City has become an increasingly service-based economy. Between 1989 and 1999, the City lost approximately 70,000 jobs in middle-wage industries and gained more than 50,000 jobs in low-wage industries. Of the job loss in the past decade, more than 70,000 were from the manufacturing sector, accounting for more than one-third of all manufacturing jobs. Since 2000, job growth has continued in lower-paying positions such as entry-level retail and service jobs and by 2004, health services and social services together represented nearly 15 percent of the city's job base. The borough of Brooklyn alone has gained nearly 20,000 health care jobs. While many of these new jobs are highly-skilled and high-paying, many others are not: In 2000, the average private-sector health care worker in the city earned a little over \$20,000 a year.⁵

These structural changes in the labor market have brought increased challenges for entry-level workers to secure jobs that pay family-supporting wages. The median hourly wage of the average New York City worker has dropped by 4.8 percent since 2000 and median family income in the city has declined by 5.3 percent. For African-Americans (who make up the majority of Bedford-Stuyvesant workers), median hourly wages fell 8 percent over the same five years. In addition to declining wages, fringe benefits have become increasingly unevenly available: one in four New Yorkers lacks health insurance and several hundred thousand workers are without paid sick leave or vacation.⁶ Still more difficult is securing a job that offers long-term employment and advancement. Many entry-level workers in New York find that they must "move on"—to another employer or career—in order to move up in the labor market.⁷

The Bureau of Labor Statistics' (BLS) projections for low-wage work show that it will still be prevalent in 2014.⁸ In 2004, BLS reported the proportion of jobs filled by people with a high school diploma *or less* as 47 percent. 2014 projections show that this will decrease only slightly, to 46 percent. In sheer numbers, lower-wage jobs will outpace higher-wage jobs for the foreseeable future.

⁵Robert Neuwirth, "Can Growth Work for New York's Communities?" Prepared for the Pratt Center for Community Development, November, 2005.

⁶Ibid.

⁷Fredrick Andersson, Harry J. Holzer, and Julia I. Lane, *Moving Up or Moving on: Who Advances in the Low-Wage Labor Market?* (New York: Russell Sage foundation Publications, 2005.)

⁸Daniel E. Hecker, "Occupational Employment Projections to 2014," *Monthly Labor Review*, Vol. 128, No. 11, November, 2005.

B. The Expansion of Financial Work Supports

Another major change in the world of low-wage work reached its peak during the 1990s through the substantial expansion of a variety of financial and non-financial assistance for low-income working families by the federal government and some states. Often called “work supports,” “earnings supplements,” or “work incentives,” they provide people in low-wage jobs with additional income beyond their paychecks. The largest of them — the Earned Income Tax Credit (EITC) — is *only* for individuals who work. Because such supports are conditioned on work, they have continued to draw bipartisan support, becoming integral components of our nation’s policy for dealing with low-wage work and low-income families.

While two of these work supports — the EITC and the Child Tax Credit (CTC) — are run through the tax system, the other main three are administered by state and local public agencies: low- or no-cost health insurance for adults and children, child care subsidies, and food stamps. Together, these tax system-administered and public agency-administered work supports have substantially changed the income calculus for workers (and their families) who are filling the large and growing number of low-wage jobs. Indeed, for many families, work supports can provide over \$700 a month in additional income, depending on family size and income. Or, rather, work supports could make this difference, but often don’t because the proportion of eligible people who actually receive them is under 50 percent.⁹

In fact, the proportion of people who receive the full package of work supports for which they are eligible is well under 10 percent — in spite of the large difference they can make in the income of working families. While there are lots of reasons why these welfare-administered supports are not taken up, two major ones stand out in surveys and interviews of low-wage workers: Working people tend to not want to be associated with welfare or welfare offices; and as working people, they do not have the time to go to multiple offices for multiple appointments to find out whether they are eligible for these supports. Making it easier to determine eligibility for work supports and providing help to navigate the systems providing these supports may increase take-up for working people.

While work supports can increase income in the short-term, there is evidence that work supports can do much more.

- *Work supports increase employment and earnings.* Evidence from four rigorous studies demonstrates that receipt of work supports by low-wage workers raises both employment rates and earnings over what they would have otherwise been.¹⁰

⁹Even the “take-up” rate of the tax-administered EITC and Child Tax Credits has remained well below 100 percent.

¹⁰Charles Michalopoulos, *Does Making Work Pay Still Pay? An Update on the Effects of Four Earnings Supplement Programs on Employment, Earnings, and Income* (New York: MDRC, 2005).

- *Work supports increase job retention.* In two credible studies, people who received work supports had substantially higher job retention rates than those who did not receive them.¹¹ The expansion of work supports over the past decade has meant that, unlike 15 years ago, the large majority of those eligible for work supports are neither welfare recipients nor part of the welfare system. They are low-income families with one or two low-wage workers, many of whom, along with their employers, need job retention and advancement services.
- *Work supports improve child outcomes.* Studies show that work supports improve the educational outcomes and behavior of elementary school-age children in families that received financial supports compared to an identical group of families that did not receive them.¹²

Given that work supports lead to a large range of positive labor market outcomes, not to mention positive social outcomes, they are a natural compliment to interventions focused on employment and employers.

¹¹Charles Michalopoulos, *Sustained Employment and Earnings Growth: New Experimental Evidence on Financial Work Incentives and Pre-employment Services*, (New York: MDRC, 2001).

¹²Pamela A. Morris, Lisa A. Gennetian, and Greg J. Duncan, "Effects of Welfare and Employment Policies on Young Children: New Findings on Policy Experiments Conducted in the 1990s," *Social Policy Report*, Vol. 19, No. 2, 2005.

APPENDIX B

Table 1: Matching WASC Services to Employers Challenges

Workforce Challenges	What Employers Want	Potential WASC Services
Lack of job-sufficient math or reading skills	Workers whose math and reading skills are strong enough to perform their current duties well, and learn new duties as needed	<ul style="list-style-type: none"> • Adult Basic Education • Adult literacy • GED/HSED
Lack of job-sufficient English language skills	Workers who can speak and/or read English well enough to perform job duties	<ul style="list-style-type: none"> • English Language Learner instruction • Translation of training curricula, HR materials, etc.
Low employee morale or motivation	Employees who show initiative; resourceful workers who are fully “engaged” in their jobs	<ul style="list-style-type: none"> • Job-focused coaching to increase effectiveness and satisfaction in current job position • Training on career advancement opportunities in the current employer and in the labor market • Individual career planning to give workers hope and a plan to advance to more earnings and responsibilities in the future
Lack of team skills	Employees who get along well with coworkers and function well in teams	<ul style="list-style-type: none"> • Coaching on working in teams • Training in team dynamics and conflict resolution • Supervisory skills training
Attendance; “no-call/no-show;” work-family conflicts	Timeliness, reliability, and consistency	<ul style="list-style-type: none"> • Creating “back-up” plans for unexpected situations • Strategically resolving work/family conflicts, sometimes in collaboration with the employer

Workforce Challenges	What Employers Want	Potential WASC Services
Scheduling for “shift work”	Flexibility in scheduling, according to production and work flow demands	<ul style="list-style-type: none"> • Securing reliable, flexible child care • Strategizing ways to meet family/home obligations while workers’ scheduling flexibility
Location of the work site/ transportation difficulties	Employees with reliable transportation to and from work, and who avoid driving-related legal problems (and related absences)	<ul style="list-style-type: none"> • Transportation assistance • Coaching and referrals for legal issues
Workers do not seem to know what they would need to do in order to earn a promotion, assume new job duties, or advance in pay	Clearly defined career paths, and employees who understand what it takes to move up	<ul style="list-style-type: none"> • Documenting career paths in the firm or industry • Individual career advising • Coaching on workplace behaviors that lead to advancement

APPENDIX C: WASC INCOME IMPROVEMENT AND ADVANCEMENT PLAN (IIAP)

(IIAP)

Date: _____ Client Name: _____

Case Number: _____ Case Manager: _____

Address: _____

Phone: _____ Alternate Phone: _____

Email: _____

Advancement Goals: (check all that apply)

- Promotion to _____
- Earn raise from _____ to _____
- Increase in hours from _____ to _____
- Education & skills training: _____
- Move into _____ job in _____ career
- Be awarded employer benefits: _____

Income Stabilization Goals: (check all that apply)

- Child care and/or transportation assistance
- Assistance with food costs
- Health insurance for self and/or family
- EITC/Child Tax Credit
- Child and Dependent Care Tax Credit
- Child support
- Financial education

Motivation for Achieving Goals:

Current Employer: _____

Address: _____

Phone: _____ Alternate Phone: _____

Job Title: _____ Work Hours: _____

Current Wage: _____ Start date: _____

Additional Contacts: _____

Income Stabilization

	Eligible		Applied		Receiving		Refused	
	Date	Yes/No	Date	Yes/No	Date	Yes/No	Date	Yes/No
Child Care								
Food Assistance								
Medical Coverage (self)								
Medical Coverage (child)								
EITC/CTC								