



Strengthening Working Families Initiative

Promising Practices: Child Care and Workforce System Integration and Program Sustainability

This brief describes SWFI grantees' progress towards sustainability and integration of child care and workforce systems, as of April 2019. As part of system development activities, many grantees are implementing sustainable partnerships to better integrate the workforce and child care systems. We hope it is helpful to learn about how other grantees are preparing for sustainability and promoting systems-integration. This brief only provides a snapshot of the work grantees are doing, and not all grantees are highlighted. If you would like additional information about a grantee's approach, please feel free to contact the grantee directly, or through your TA coach.

Please note, the intent of this brief is to share examples of different sustainability and systems-integration strategies SWFI grantees are implementing. Any questions regarding allowable use of grant funds or changes to your project's strategies should be directed to your Federal Project Officer (FPO).

Grantee	Sustainability Approach
Action for Boston Community Development, Inc., MA	<ul style="list-style-type: none">• Updating the project logic model. ABCD uses a logic model to graphically depict the relationships between program activities and their intended effects. ABCD updated their logic model in November 2018 to more clearly describe the model to stakeholders that did not have previous experience with Generations Advancing Together through Education (GATE). The logic model describes GATE's resources, how they recruit participants, how they screen and refer participants, the activities participants engage in, and the outcome goals. The logic model also describes the contextual factors participants often face. ABCD staff use this new logic model in discussions with stakeholders, potential funders, and community-based organizations interested in the GATE model.• Engaging with state agencies and community-based organizations. ABCD staff are working to build relationships with state agencies and community-based organizations. For example, staff have regularly engaged with the Department of Transitional Assistance. As a result, the Department has become a large referral source for the GATE program. ABCD staff also recently met with the Policy Director of a state senator, the Boston Mayor's office, and community-based organizations, where they used the updated logic model to discuss GATE.• Exploring and hosting a system connection roundtable. ABCD is working on facilitating a round table to engage policy makers, legislators, and funders in a discussion about how child care and workforce development systems can better work together. ABCD would like to explore how connections between the two policy areas and coordination between stakeholders could improve outcomes and use resources more efficiently.



Strengthening Working Families Initiative

Grantee	Sustainability Approach
Alachua Bradford Regional Workforce Board, dba CareerSource, FL	<ul style="list-style-type: none">• Formalizing the process for providing child care referrals to local child care resource and referral agencies. Alachua Bradford Regional Workforce Board, dba CareerSource North Central Florida (CareerSource NCFL) has developed a process to refer participants to receive child care subsidies through their local child care resource and referral agency. The child care resource and referral agency can provide subsidies to eligible participants to access child care at a location of their choice. This referral process will continue after the grant ends. CareerSource NCFL expects to be able to sustain most of the child care aspects of the grant because most SWFI participants are eligible for Temporary Assistance for Needy Families (TANF) and receive priority for subsidies. CareerSource has also identified some after-hours child care providers and are working with partners to understand the need for and availability of after-hours child care.• Developing a work-based learning portal to simplify the required On-the-Job Training (OJT) paperwork. CareerSource NCFL has developed an online Earn-and-Learn work-based learning portal for staff and employers to manage OJT documentation. They will be able to use the work-based learning portal for other grants.• Conducting an external evaluation. CareerSource NCFL has hired an external evaluator to conduct a mixed-methods evaluation. Findings that support the effectiveness of the program can be used to support future grant applications.• Developing community partnerships to support their customers, including SWFI participants. CareerSource recently developed a partnership with the Department of Corrections to host a Department of Corrections case manager on site so that previously incarcerated participants feel more comfortable coming to receive services. They have also developed some non-traditional partnerships, such as with a hair-cutting studio to help participants prepare for job interviews.



Strengthening Working Families Initiative

Grantee	Sustainability Approach
Community College of Aurora, CO	<ul style="list-style-type: none">• Co-leading the Child Care Learning Community with the Colorado Department of Human Services. The Child Care Learning Community is funded through the Gary Community Investment Initiatives to identify systems barriers in child care and brainstorm solutions. The Child Care Learning Community also aims to align its work with existing workgroups and organizations. An example of their systems-level work includes attempting to modify a fire code that prohibits family child care providers from expanding their capacity. Under the current code, family child care providers cannot provide care to more than five children without an emergency sprinkler system. The Child Care Learning Community worked with the state to learn more about the code and examined other counties for solutions. One county used an appendix to the fire code that exempts family child care providers if they meet another set of safety criteria. The Child Care Learning Community is exploring how other counties, including Denver County, can implement a similar appendix, which can increase access to care in the community.• Training community college staff and developing a resource toolkit to introduce two-generation practices to college staff. Through SWFI funding, CCA created a Child Family Advocate role to train Achievement Coaches to connect parents with child care. CCA filled the Child Family Advocate position through a contract with the Early Childhood Partnership of Adams County. As part of their systems integration work, the Child Family Advocate will develop a training curriculum and provide training to other CCA staff who work with CCA students who are parents but are not SWFI-eligible to connect a larger population of parents to child care. CCA hopes to disseminate this training to other local colleges through leveraged funds from a grant from Gary Community Investments.
Memphis Bioworks Foundation, TN	<p>Memphis Bioworks Foundation (MBF) has made progress on three systems-integration/sustainability activities, including:</p> <ul style="list-style-type: none">• Maintaining the Salesforce database. All partners can access information about participants through the Salesforce database. Salesforce is funded outside the SWFI grant, so can be sustained after the grant ends.• Collaborating with other local organizations. MBF has identified several local organizations that may be interested in partnering. One in particular was interested in the Essentials Skills Training participants receive through the project; this organization could also offer the Essentials Skills Training.• Advocating for funding that supports SWFI participants. In March 2019, MBF staff sent a letter to the Governor advocating for the extension of Tennessee Lottery funds which support the cost of tuition and supplies for SWFI participants.



Strengthening Working Families Initiative

Grantee	Sustainability Approach
Moore Community House, MS	<ul style="list-style-type: none">• Regularly engaging community stakeholders. Moore Community House has regular discussions with workforce community stakeholders during state WIOA planning meetings on the importance of child care as a work support. They have also engaged with the state TANF agency to increase the access and availability of child care for low-income residents. For example, they have met with state TANF administrators to discuss ways in which the state can provide more coordinated support for child care resources for their participants.• Being identified as recognized leaders in the state and on a national level in building systems-integration for training and child care. In August 2018, the National Skills Coalition highlighted the Women in Construction/Mississippi Works for Women program as an example of a program supporting employment through child care. Moore Community House described how providing child care in its program has helped build the workforce in a systems-level webinar hosted by the National Skills Coalition.• Leveraging state TANF funds and federal Child Care Development Block Grant funding to support child care. Moore Community House has received state TANF welfare grant funding, which it uses to support participants' access to child care for one year. Moore Community House wrote a blog post describing how grantees can leverage Child Care Development Block Grant funding.
OAI, Inc., IL	<ul style="list-style-type: none">• Working with the school district to introduce soft skills to participants before they enter programs like SWFI. OAI learned, during their monthly manufacturing employer engagement meeting, that soft skills training needs to begin earlier in the career pathway, before participants enter a program like SWFI. They facilitated a meeting between the school district superintendent and the manufacturing employers to discuss job skills that candidates would need in order to obtain jobs in manufacturing after graduating high school. The school district was responsive and added the required soft skills to the high school curriculum.• Convening a systems change working group. OAI and the Chicago Jobs Council convened partners from Illinois Action for Children, child care providers from the Southland area, local workforce programs, and local training programs. This group aims to brainstorm ways to improve coordination between workforce and childcare systems in the Southland area. It has already discussed challenges associated with accessing child care for low and middle skilled parents. OAI has regular meetings to discuss sustainability, timelines, work plans, and funding. OAI Inc. staff plan to continue convening the working group after the conclusion of SWFI.• Hiring a consultant to facilitate sustainability and evaluation. In an effort to establish a more formal planning process, OAI hired a consultant to focus on sustainability and evaluation in November 2018. They are leading the sustainability planning and researching other sources of funding to continue impactful program activities after the conclusion of the grant program.• Connecting with partner agencies and organizations to support the SWFI program. Current SWFI program activities will likely continue through existing partnerships and leveraging resources from private organizations. For example, OAI's partnership with Illinois Action for Children, the local child care resource and referral agency, will help sustain child care support. Currently, OAI, Inc. SWFI staff work with Illinois Action for Children to enroll participants in child care subsidies, with much of this funding coming from leveraged child care subsidy funds. Once the SWFI program ends, OAI participants will continue receiving support from Illinois Action for Children to access child care subsidies. This partnership has already reduced child care costs for the program, reduced wait times for participants to receive child care assistance, and increased the number of families with access to long-term child care assistance.



Strengthening Working Families Initiative

Grantee	Sustainability Approach
The Workplace, CT	<ul style="list-style-type: none">• Developing a web-based database of childcare providers. The WorkPlace developed a web-based inventory system of 140 local childcare providers with geographic search capabilities that allow participants to identify providers within a certain radius of their home and/or training site. The WorkPlace has focused on empowering their participants to navigate the website and feel comfortable reaching out to providers on their own. The WorkPlace is also partnering with All Our Kin to explore the addition of quality measures on the website, and has begun to think about how they will maintain the website after their SWFI grant ends.• Establishing a two-generational partnership with Action for Bridgeport Community Development, Inc. Action for Bridgeport Community Development, Inc. is a non-profit agency that aims to assist low-income people in becoming self-sufficient; it offers subsidized childcare slots and other services to meet basic needs that benefit SWFI participants. The WorkPlace was able to increase their outreach to Action for Bridgeport Community Development, Inc. participants that were actively participating in their childcare centers, thus adopting a sustainable two-generational partnership that pairs training with affordable childcare provided through Action for Bridgeport Community Development, Inc.• Incorporating career advancement and career mapping curriculum into existing healthcare workshops through a partnership with Brandeis University. The WorkPlace is currently working in partnership with the Institute on Assets and Social Policy at Brandeis University on their Health Profession Opportunity Grants University Partnership (HPOG-UP) Project, the Study of Career Advancement and Quality Jobs in Healthcare. The project team at Brandeis is working with The Workplace to develop a career advancement and career mapping curriculum that will enhance the WorkPlace's current series of workshops in the healthcare field. This one-pager highlights some of the key findings from this partnership.
Total Action Against Poverty in Roanoke Valley, Inc., VA	<ul style="list-style-type: none">• Participating in the OnRamp project with the local United Way to enhance the performance of the workforce system for families in poverty. The partnership will 1) institute focused governance and collaborative bodies to improve policies and practices to better serve the target population, 2) institute a coordinated referral system to improve access to workforce and supportive services, 3) enhance system navigation among a large group of partners, and 4) increase utilization of supportive services needed to ensure that the target population is successful in achieving training/employment outcomes. The award is renewable for three years, and currently serves as a key component of TAP's sustainability planning.• Developing two-way referral partnership with Head Start. TAP has embedded career mentors in Head Start and connected their two-generation coordinators with the Head Start family development specialists. This partnership has generated strong referrals from families already enrolled in Head Start and facilitated the enrollment of existing TAP clients into Head Start. TAP intends to continue this partnership with Head Start after the end of their SWFI grant, but plans to provide more options beyond the three SWFI target industries (healthcare, IT, and advanced manufacturing) as they pose challenges due to the barriers faced by Head Start families.