BRIGHT BEGINNINGS
Sunny starts. Bright futures. Where homeless children grow.

Holy Trinity Round 2 Questions

1. Please provide a detailed budget for your Workforce Development for Homeless Parents program.

Please see attached income and expense budget for fiscal year 2016/2017.

2. You request a grant from Holy Trinity of $50,000. We assume that that is only a fraction of the cost of your program. What specifically would you use the funds from Holy Trinity for?

Our total Workforce Development budget is $322,600, of which $189,100 is staffing costs. We would dedicate this one-time grant of $50,000 over two years to the salary and benefits of the staff.

3. Substantively, what additional value would Holy Trinity's grant bring? Would Holy Trinity's support focus only on the parents of the 64 additional children who are part of a special home-based project? If not, to what other ends would you direct the grant?

Holy Trinity would enable Bright Beginnings to cover the staffing needed for the program. More staff has already meant being able to provide more service of even higher quality. In the fall of 2016, Bright Beginnings hired a full time, experienced, and energetic Workforce Development Manager. In collaboration with the part-time Program Assistant, who is also an excellent motivator, the Manager has taken the program to new heights with the center-based families. With the additional staffing, the Manager has been able to reach out to the home-based program, specifically, the parents of 64 more children, largely mothers, because it is Bright Beginnings' intention to offer its home-based population all the services that it offers the center-based parents. Bright Beginnings would dedicate the $25,000 per year over two years to program staffing that will support both center-based and home-based families.

Bright Beginnings' theory of change is relationship-based and the people involved in the program are critical to our success. Bright Beginnings' parents are not accustomed to thinking of themselves as successful or driven. Families come to Bright Beginnings after exhausting all family and community support and reaching the horrifying reality that they have young children and do not have permanent housing. Once Bright Beginnings has addressed basic needs – food, shelter, clothing - staff moves on to health and wellness. From there, the parents can begin thinking about completing their education, learning marketable skills, and getting jobs. As parents move through this process, their sense of themselves as valued members of society grows. The relationship between the parents' mental and emotional health is directly connected to their children's well-being. The whole family benefits from workforce development.

4. What is the special home-based project? How does that fit in with the program at your child development center? How do your success rates compare to those of similar programs for homeless people?

Bright Beginnings is a child and family development center for homeless children that is licensed for 87 children during the day and 25 for evening care. In order to serve more children, we launched the first home-based care program for homeless children. This pilot project started in October of 2014, when Bright Beginnings had a waiting list of 250 children. Our center-based program is full and, with the creation of the home-based program for 64 more children, we have reduced the waiting list from over 250 children to 141 children.

128 M Street, N.W. • Washington, DC 20001 • Ph: 202.842.9090 • Fax: 202.842.9095 • www.BrightBeginningsInc.org

Home-based care entails sending home visitors to shelters, transitional housing, and motels for 90 minutes per week to work with parents and children on early childhood development, health, nutrition, time management, and parenting. The research-based curriculum, Parents As Teachers, is based on the theory that parents are children's first and best teachers. Now in its third year, the home-based program is well established and Bright Beginnings is enhancing serves with the family support program that are available to the center-based parents.

5. Are there specific quantifiable results you would see as attributable to Holy Trinity's support? What metrics are you proposing to use to quantify those results and how do you formulate them?

Holy Trinity support will contribute to the overall results of the project. Quantifiable improvements have been demonstrated in proportion to increased staffing and that is anticipated to continue with the kind of support that Holy Trinity is considering. Staff track metrics with individualized Education/Career Plans. This document includes employment goals, education needed for the jobs, analysis of what jobs pay enough to support the families, and obstacles to achieving their goals. Participants are placed into one of five categories with accompanying rules: 1) Those who are seeking employment search for jobs at the center and track activities on job search logs; 2) Those who are seeking education and skill enhancement who work part-time to finance their education; 3) Those who are employed submit monthly documentation verifying employment; 4) Those who are enrolled in an educational program submit monthly documentation regarding their participation and progress; and 5) A final category of Pending is for those who have a temporary reason for not working or going to school.

Workforce Development staff will track the number of:

- Education/Employment Plans and Self-Sufficiency Plans prepared,
- Life skills achievements: household budgets, time management plans, jobs searches, and resume preparation
- Parents participating in each class
- Parents completing courses, degrees, and certification
- Parents completing certifications and course work
- Job interviews
- Parents employed
- Length of time parents retain jobs

6. Do you collect nuanced data about causes of job cessation, analyze them, and incorporate verifiable findings into your programs of assistance in order to improve results? How close have you been in previous years in reaching such specifically quantified objectives?

Yes, the Workforce Development staff gathers highly nuanced data about the causes of job cessation and works to address the issues before supporting the parent in finding another position. More important, the staff members work at the front end to make sure parents are placed in jobs that are likely to meet their needs, goals, and proclivities. Staff does not rush to make just any placement, as is the case with programs that reward staff for any and all placements, including unsuitable, inappropriate jobs that are unlikely to be successful for the parents and will never meet the needs of the family.

Each parent has an individual Education and Career Assessment file that addresses short and long term goals in educational attainment, skills acquisition, and career goals. These plans are constantly updated and modified as parents move through the continuum toward self-sufficiency. The program meets each parent where s/he is and celebrates each step forward. For one, the first step will be getting a high school diploma. For another, it may be getting a certification that will allow her to apply for a higher paying job.

At Bright Beginnings, if a mother gets her first job in a minimum wage retail store, it is part of a plan to give her work experience and begin to see herself as a member of the workforce. TJ Maxx has been a good partner for giving parents their first job experience and providing workplace skills training to all employees. These jobs are never envisioned as the long-term solution for the parent's journey toward self-sufficiency. Another parent worked at Starbucks while going to the University of the District of Columbia to get her nursing degree. If she leaves Starbuck's for TJ Maxx for convenience, Bright Beginnings does not worry as long as she stays with the nursing program.

This level of individual care and attention is the reason Bright Beginnings achieves both quantitative and qualitative objectives every year. Also noteworthy is that BB staff see parents twice a day and can address small problems before they spiral out of control. Most impressive, job retention for Bright Beginnings parents ranges from nine to 12 months, which is noteworthy considering the work history of our parents. When parents leave one job, it is most likely to move to the next level of employment or skills development.

7. In your first-round proposal, you cite a 26-member board of directors. Does the board include present and past program participants and beneficiaries?

The Board of Directors includes a parent representative who is a voting member of the board and represents the Policy Council. The Council consists of eight parents and includes both home-based and center-based parents. Four of the eight parents are PC Officers: Chair, Vice Chair, Secretary, and Treasurer who meet monthly. The full Policy Council has 12 members: one from each of the seven center-based classrooms, three home-based representatives, and two community members.

8. How are timely and practical arrangements tailored so that your trauma therapist – available 10 hours per month – is there for clients when and as needed?

The trauma therapist is flexible as are the parents and the children. Bright Beginnings staff act as liaison between the two and make sure to make good use the therapist's time. However, due to 11 new trauma cases, Bright Beginnings has increased the children's access to trauma therapy with four hours per week from a Clinical Social Worker from Healthy Futures, a division of the DC Department of Behavioral Health. This trauma specialist provides early childhood mental health consultation and is managing a caseload of six children in need of deep mental health support due to trauma.

9. How critical is Holy Trinity's support? If you do not receive the grant requested, what will you do?

This unexpected opportunity for $50,000 over two years is a godsend. A two-year grant from Holy Trinity comes at a critical time. Bright Beginnings is working to close an upcoming funding gap for Fiscal Years 2017 and 2018 due to the end of operations from some long-time funders. If we do not receive the funding requested, we will cut back on the outreach to home-based care mothers.

FY2017 gap of $282,750 comes from:

- $189,000 - close of the Kellogg grant that will not be renewed for at least a year.
- $ 68,750 - Child and Family Legacy Foundation - formerly Freddie Mac Foundation - cut its funding in half. We received $137,500 in FY2016.
- $ 25,000 - Abell Foundation - supports every 3 years and this is an off year

FY2018 gap comes of $108,750 comes from:

- $68,750 – Funding from the Child and Family Legacy Foundation stops entirely.
- $40,000 – last year of funding from the MARPAT Foundation

10. Do you have anything to add?

The following example is illustrative of participants in Bright Beginnings' Workforce Development Program. Ms. Smith participated in the Bright Beginnings Home-Based Care Program until a spot opened up in the Center-Based Program. She and her husband live in rapid rehousing, which ends in July 2017. Ms. Smith stated in recent testimony,

"Thanks to the Bright Beginnings, my husband and I are both certified as Special Police Officers. My husband now has a security job from 11pm to 7am. I am looking for a similar security position during the day. Once we are both working, we believe we can afford permanent housing. Bright Beginnings has given me so much support:

- Safe haven for me and my children when we were fleeing their abusive father.
- Therapeutic services for my children's developmental delays due to trauma.
- Help with an IEP when my autistic son was entering public school.
- Marketable skills and a certification in the career I wanted to enter.
- Help in identifying jobs for me and my husband.

Bright Beginnings has shown me that I have the power to give my family and children a secure and stable life. My husband and I want to ensure that our children have the confidence and support systems that we did not have at their age. We are now actively engaged in our community, worked on a local campaign for Ward 8 Council Member, and are making sure that our voice is heard and that our community responds to our family's needs."

Bright Beginnings' Workforce Development Program - FY 2016/2017

Revenue for 2017	
Bright Beginnings in kind child development services (received)	$ 50,000
Individuals (received)	$ 47,600
MARPAT (received)	$ 40,000
Employer Partners (partially received)	$ 35,000
Corporate matching funds (received)	$ 30,000
Holy Trinity (pending) - $50,000 over two years	**$ 25,000**
Meyer Foundation (pending)	$ 25,000
United Way Community Impact Fund (received)	$ 15,000
Bank of America (pending)	$ 15,000
IMF (received)	$ 10,000
JP Morgan Chase (pending)	$ 10,000
Max and Victoria Dreyfus Foundation (Pending)	$ 10,000
PNC Bank (received)	$ 10,000
	$ 322,600
Expenses	
Certified Employment Specialist - Employer recruitment and partner liaison, organization and follow up for workforce development week, program conceptualization ongoing evaluation, coordinate program with social workers, and track progress on individual education and career assessments	$ 60,000
Program Assistant - Mock Interviews, individual support in researching opportunities, preparing for classes, completing applications, and following up on leads.	$ 35,000
Social Workers (2) at 25% - preliminary needs assessments of homeless families, parent liaison, recruitment, program integration	$ 30,000
Program Development and Financial Management - planning programs with relevant staff, budget, reporting, evaluation, financial oversight @ 15%	$ 30,000
Total Salaries	$ 155,000
Fringe Benefits @ 22%	$ 34,100
Total Salary and Benefits	$ 189,100
Tuition pool for licensing for relevant software, GED testing, training programs, certification courses, certification exams @ $500 X 50 exams.	$ 10,000
Supplies for program activities and recruitment materials	$ 5,000
Child Care (Evening and Day) Care for participants @ $500 per participant	$ 50,000
IT support for laptop maintenance prorated at 35%	$ 7,000
Parent appreciation and incentives	$ 6,000
Education and Career Resource Center Rent, shared equipment & prorated portion of child care space	$ 50,000
Travel to classes, jobs, interviews @ $10/mo X 50 parents X 11 months	$ 5,500
Total Budget	**$ 322,600**