



## ROAD MAP TO COLLEGE INTERIM PROGRESS REPORT July 1, 2018 through June 30, 2019

*List the primary goals and objectives included in your proposal and describe the progress made towards each, including specific examples. Explain any variance from your goals or expected progress.*

**From the original proposal:** Road Map to College aims to effectively attach students to an education program at Los Medanos College so they can leverage their education to get better job prospects in the future. We expect to achieve this in the following ways:

- **Identify and enroll the most vulnerable youth, giving highest priority to those involved in foster care, justice involved, pregnant/parenting, or living with a disability.**

**GOAL:** Enroll 40 young adults each year.

**RESULTS:** We enrolled 43 new students this year, 24 in Fall 2018 and 19 in Spring 2019. We continued to work with 12 students already enrolled at the start of the year. Youth who enrolled during the year struggled with barriers that impact their ability to succeed in school:

- 57% Experienced Trauma
- 57% Transportation Barriers
- 36% Disability
- 17% Ever Been in Foster Care
- 7% Prior Conviction
- 2% Lack Stable Housing

- **Focus on helping youth stabilize, ensuring their most basic needs are met, through supports such as CalFresh for food, help accessing immediate part-time employment, and on-site mental health counseling. For foster youth, our counselors will help students maintain eligibility for AB 12 services that extend foster care supports through age 21, particularly financial resources to retain housing.**

**GOAL:** Monitor and track the supports provided to students. Evaluate results to determine levels of need for the target population and use results for future planning.

**RESULTS:** We provided \$24,429 in students supports during FY 2018-19. The three highest needs were books and supplies (\$10,491), transportation (\$7,958), and food (\$4,275). We made 16 placements of Road Map to College participants: 6 were into full-time post-program jobs and 10 were immediate placements into part-time jobs for students while attending school. In addition, the Road Map team placed into employment 17 additional youths **who were not interested in college or could not, for personal reasons, enroll at the time.**



- **Work one-on-one with students to develop educational and employment goals, and then help them “attach” to Los Medanos College through a full range of one-on-one and cohort supports.**

**GOAL:** Assist each student with developing a personal education and employment plan. Host monthly cohort meetings, utilizing the New World of Work curriculum to help students develop 21<sup>st</sup> century professional competencies. Help students make deeper college attachment through activities such as enrolling in a Learning Community or an on-campus club.

**RESULTS:** We helped each new student identify and develop personal educational and employment goals. We successfully hosted monthly, two-hour cohort meetings from July through May at Opportunity Junction offices, using the New World of Work curriculum. Topics included Adulting 101, Financial Literacy, Digital Fluency, Communication, Collaboration, Empathy, Analysis/Solution Mindset, Resilience, Entrepreneurial Mindset, and Social/Diversity Awareness. We offered food and social time during the meetings, as well as hands-on activities to enhance the curriculum. Our second college counselor, Kaylan Billeci attended a two-day training and is now certified to lead the New World of Work trainings.

- **Provide intensive supports to students for the first two semesters of full-time enrollment in college, increasing their capacity to persist into the third semester.**

**GOAL:** 70% of students will persist into the third semester.

**RESULTS:** Of those who completed their second semester after enrolling in 2017-18, 38% (12 of 32) persisted into their third semester.

- **Continue to formalize relationships within Los Medanos College and various departments to access additional services and support for students.**

**GOAL:** Continue participating in college-sponsored trainings and activities, as well as meetings with various college staff.

**RESULTS:** The Road Map staff continued to strengthen their connections with Los Medanos staff. Our counselors regularly attended the college’s Foster Youth Advisory Committee and the Los Medanos College Counselors meetings, as well as met with Los Medanos staff in student services, the counseling department, and student retention.

- **Increase financial sustainability for the program, particularly seeking out funders who prioritize increased stability of high-risk young adults.**

**GOAL:** Prepare and submit at least three proposals to prospective funders each year.

**RESULTS:** We submitted six Road Map proposals this year, five to new potential funders and one renewal. The foundations are: Andrus Family Fund, Callison Foundation, Carl Gellert and Celia Berta Gellert Foundation, Educational Testing Service (renewal), May and Stanley Smith Charitable Fund, and Westly Foundation. Two proposals were declined, one was funded (a renewal), and three are pending decisions. After discussions with the Walter S. Johnson Foundation, we will submit a renewal proposal to the foundation along with a



report at the end of August. After an introductory meeting with staff from the Witkin Charitable Foundation, we were invited to submit a Road Map proposal in October 2019. In addition, we continue to research and prospect new potential funders. Currently on our list of potential foundation and corporate funders to approach are: The Ceres Foundation, Comcast, Frank A. Campini Foundation, George H. Sandy Foundation, J.P. Morgan Chase, The Morton Foundation, Webb Family Foundation, and Workday. Finally, our leadership team continues to seek out new partnerships with other youth-serving nonprofits.

***Has the timeline, budget, approach or plans changed from what was described in your original proposal?***

Yes, we made changes to the program model and reduced the budget (see Interim Project Budget Report).

Most recently, and addressed in an email to Impact 100 East Bay in July 2019, we have decided to make significant programmatic changes to Road Map. These are outlined in the following paragraphs, starting with some background on the program.

Road Map to College has been in operation since 2015 when it was piloted as a program to support low-income adults to successfully complete Career Technical Education (CTE) certification programs and enter employment in related fields. Road Map has evolved as staff gain deeper insights into the target population, best practices, and college resources. Through a planning grant from the Walter S. Johnson Foundation, we spent a year studying successful youth-serving programs and refining the program. Consequently, we removed a CTE (Career and Technical Education) limitation, and began enrolling students on any college path, whether CTE, AA, or transfer to a four-year college. We adjusted our model to provide one year of intensive support to youth enrolling or persisting in college, with a focus on helping the most vulnerable youth in our community securely attach to the college and access resources. **This is the program model which Impact 100 East Bay funded.**

By taking this approach, we hoped to raise the retention rates of disadvantaged youth to at least equal the general population (into the third major semester). Unfortunately, when we reviewed the data, the retention rates were disappointing, with just 38% persisting into the third semester compared to a goal of 70%. This mirrors what we were hearing in the field, generally: during longer programs, life circumstances often interrupt the progress of disconnected youth.

What became clear as we reviewed the data is that our team of two college and career counselors is strong and effective in working with disconnected youth. They have accumulated knowledge and experience working with youth, know available resources and how to access them, and are able to build trust as they understand the barriers and challenges youth face. And they are successful in helping youth access employment.



In light of what we learned over the past 18 months, and after numerous hours reviewing data, discussing challenges, and researching youth work, the team (including president & CEO Alissa Friedman, vice president of programs Brianna Robinson, program manager Dionne Moeller, college and career counselor Kaylan Billeci, and data analyst Ken Li) made the decision to adjust our program focus.

Recognizing that Opportunity Junction's greatest strength lies in training and employment, we are broadening the approach with our youth population, removing the singular focus on college (in many cases taking two to four years to complete) leading to employment and instead focusing on providing youth multiple short-term paths to employment.

Road Map will now focus on the outcome of helping disconnected youth gain skills and enter careers. With knowledge and insight, our youth career counselors will, as always, initially focus on establishing trust and communication with the youth. While there are commonalities among the population, the counselors work with each individual to identify their strengths and barriers, to develop communication strategies to put them at ease, and to guide them in identifying their own personal career goals. Road Map offers several options:

- **Career counseling** is available for those ready and wanting more immediate employment. Strategies include helping youth identify what type of career they are looking for, creating a professional profile (resume, cover letter, LinkedIn profile), developing a personal elevator pitch, job search, interviewing skills, discussions on workplace topics, and addressing personal barriers.
- **College counseling** is available for those interested in earning a short-term Career Technical Education (CTE) certificate at one of the local community colleges. Strategies include assistance with enrollment and accessing financial aid, navigating campus resources, and dealing with barriers.
- **Access to a range of short-term, hands-on training programs.** These include Opportunity Junction's Job Training and Placement program (administrative careers) and Healthcare Career Pathway program (Certified Nursing Assistant certification). Youth will also have access to a large number of training programs with Workforce Innovation Opportunity Act (WIOA) funding.

While Road Map is no longer solely focused on college education, the program is focused on education and training programs for young adults (Education grant focus), leading to employment that can help youth in becoming economically self-sufficient (Health & Wellness grant focus).

***Describe the response of the community or clients to the program thus far.***

Each and every Road Map youth comes to Opportunity Junction with a unique story, with strengths that can help them overcome challenges and barriers. Helping youth achieve their dreams is what Road Map is about. What follows are a few of their stories.



### **Jamisha, Child Development Major**

Jamisha came into the spring semester looking to start and finish strong. She was motivated and encouraged by how well she had done the previous semester, when she earned B's in both of her courses. Right after midterms, Jamisha and her family received news that her mother had developed lung cancer. Having already lost one parent to cancer a few years ago, this sent her down a path of constant stress and worry. The only child still living at home meant she was her mother's primary support, taking her to and from medical appointments, which often conflicted with classes.

Jamisha decided that it would be best for her to focus on finding a job that would let her care for her mother during the day, while providing the family some financial support. She came to her counselor, Dionne, asking for help finding a job, yet still hoping she could find her way back to school once her mother's health stabilized. Dionne created a resume, prepped her with interview skills, and helped her to apply for security jobs in her area. Soon, Jamisha was offered a full-time, graveyard, unarmed security position at Sutter Delta Medical Center in Antioch.

Jamisha still works there today, but has taken a few classes, working towards her goal of owning and operating her own child care center for low-income families in the East Bay. While her path has not been a straight one, Jamisha has proven that Road Map youth are resilient, hardworking people with passion and drive that can't be measured at first glance. From the outside looking in this may seem like long way around, but for Dionne, "Jamisha is the heartbeat of a generation and has proven to me that success doesn't always follow a straight line. She has the income and flexibility she needs to care for her mother and is still working on making her dreams come true."

### **Justin, Emergency Medical Technician (EMT) Major**

"Before Road Map, I was struggling. There were so many costs: tuition, books, a uniform, a physical, and the EMT certification test. My counselor, Dionne, helped me apply for financial aid and get a job as an EMT driver. I'm going to graduate with my AA soon and plan to apply to the Fire Academy. Dionne and Road Map made all the difference! I'm on my way to the career I've always wanted."

### **Destinea, Welding Major**

"Before joining Road Map, I was a loner. Now I'm more outgoing and social and I even joined the soccer team which it turns out I love and I'm really pretty good at it. That experience made me realize that I'm a team player. I never thought of myself as anything other than a loner."

### **Cynthia, Administration of Justice Major**

"I would not be doing as well as I am now if it weren't for Road Map. Before I started with Road Map, I was on academic probation now I'm graduating next semester with my AA and applying to Cal State University, East Bay in October. I would not be doing as well if I were still at it on my own, I didn't take things seriously and I didn't know how to get the help I needed." (Cynthia will start at Cal State East Bay in the fall semester!)



***Please describe any unanticipated challenges encountered with this project to date and explain how you plan to address those challenges.***

As we indicated in an email to Impact 100 East Bay in December 2018, Road Map experienced changes in staffing. One of our two career college and counselors, Whitney Flores, transitioned into a different role at Opportunity Junction, allowing us to make two changes:

1. We promoted Dionne Moeller, after two years as college and career counselor, to the role of program manager. Dionne has consistently demonstrated leadership and commitment, and now manages Road Map, continuing to serve youth, and mentor our newest career counselor.
2. We promoted Kaylan Billeci, previously our program assistant, into the role of college and career counselor and under the direction of Dionne Moeller. Kaylan is a recent graduate with a Bachelor of Arts degree in Human Development from California State University, East Bay. Before that she earned an Associate's degree in Child Development at Los Medanos College.

Staff worked diligently to ensure continuity and the least disruption to our Road Map students, who took the changes in stride.

***Describe any changes that you wish to make now to the grant budget, goals and objectives. Changes will need prior written approval from the Grantor's Executive Committee.***

While we made some changes to the grant budget for 2019-20, we did not make any changes to how we plan to spend the Impact 100 East Bay grant funds (which will continue to be used for career counselor salaries and participant support). The attached Interim Project Budget Report shows changes for 2019-20 expenses, with the description/explanation column providing some detail on the changes.

Updated goals and objectives for Road Map for 2019-20 include the following:

Road Map helps low-income, vulnerable youth, ages 18 to 24, identify, pursue, and obtain employment that can lead to self-sufficiency. The program specifically targets disconnected youth, those who are not in school and unemployed or underemployed, as well as others with barriers such as foster youth, pregnant or parenting, justice involved, or with insecure housing. The program helps youth overcome barriers to employment, including stabilizing living situations, giving them access and support to enter and complete short-term training or to move directly into employment. We expect to achieve this in the following ways:



- **Identify and enroll the most vulnerable youth, giving highest priority to those involved in foster care, justice involved, pregnant/parenting, or living with a disability.**  
**GOAL:** Enroll 50-75 young adults each year, with 20-25% of those young adults identified as high risk.
- **Work one-on-one with students to develop employment and/or training goals, and then help them access resources and support that can help them achieve those goals.**  
**GOAL:** Assist youth with developing personal employment and/or training plans. Host bi-weekly cohort meetings, utilizing the New World of Work curriculum to help students develop 21<sup>st</sup> century professional competencies.
- **Offer supports and services, both one-on-one and in group settings, aimed at achieving initial employment. Supports may include creating a professional profile (resume, cover letter, LinkedIn profile), developing a personal elevator pitch, job search, interviewing skills, discussions on workplace topics, and dealing with personal barriers.**  
**GOAL:** Place 30 youth into initial employment.
- **Increase financial sustainability for the program, particularly seeking out funders who prioritize increased stability of high-risk young adults.**  
**GOAL:** Prepare and submit at least five proposals to prospective funders each year. The leadership team will continue to seek out new partnerships with other youth-serving nonprofits to identify other meaningful partnerships that align with the goals of Road Map, as well as provide financial resources to the program.

***What steps are being taken to ensure sustainability of the project beyond the grant period?***

We have been careful to communicate programmatic changes with our key Road Map funders, valuing the partnerships that we have with them and wanting to ensure open communication.

Our grant writer did considerable funding research this year, looking for potential Road Map support. Strategies included research sessions at the Walnut Creek Library to access the Foundation Directory Online, reviewing annual reports and funder lists from other Bay Area nonprofits that serve youth, asking existing funders their ideas for other potential Road Map funders, and framing strategic approaches for funder site visits, phone calls, and email approaches. Where possible, she sent email introductions and filled out interest forms. We submitted six Road Map proposals this year, and have a list of additional funders to approach in the coming months.

**Opportunity Junction Road Map**

**Interim Project Budget Report**

<b>INCOME</b>	<b>2018-19 Budgeted</b>	<b>2018-19 Actual</b>	<b>2019-20 Budgeted</b>	<b>Description/Explanation</b>
Impact 100 East Bay - Grant	\$69,000	\$37,833	\$63,167	Payment #1 of \$35,000 received in December 2018. Payment #2 of \$34,000 received in June 2019, with the bulk of it being spent in 2019-20.
<b>Other Grants</b>				
Chevron	\$10,000	\$10,000	\$10,000	Approved for 2019-20. Funding available in November.
Educational Testing Service	\$10,000	\$10,000	\$10,000	Renewal proposal due September 2019.
Workforce Accelerator Fund	\$50,000	\$50,328	\$0	Approved for 2018-19. One-time only.
Walter S. Johnson Foundation	\$75,000	\$75,000	\$50,000	Renewal proposal due August 2019.
Contract Income (Fresh Success)	\$0	\$503	\$4,000	
Unrestricted Funding	\$28,982	\$59,956	\$77,956	To be raised amount for 2019-20
<b>Pending</b>				
Andrus Family Fund				
Callison Foundation				
Westly Foundation				
<b>TOTAL PROJECT INCOME (a)</b>	<b>\$242,982</b>	<b>\$243,620</b>	<b>\$215,123</b>	
<b>PROJECT COSTS &amp; EXPENSES</b>				
<b>Personnel &amp; Benefits</b>				
College & Career Counselors	\$91,600	\$97,514	\$107,660	Increased because: 1) prior counselor worked 0.8 FTE on Road Map, but new one works 1.0 FTE on Road Map; 2) Program Manager promotion included a raise; and 3) 3% salary increases for the 2019-20 fiscal year.
Director of Counseling	\$7,696	\$7,863	\$0	
Program Leadership and Management Staff	\$35,476	\$35,522	\$29,115	0.23 FTE Total= 0.16 FTE VP of Programs and 0.07 FTE President & CEO. Slight reduction because VP of Programs will be spending less time on Road Map now that program model is in place.
Administrative Management & Support	\$7,400	\$7,403	\$12,757	0.16 FTE VP of Administration. Increased due to an increase in the amount of time dedicated to the program (was 0.1 FTE).
Employee Benefits & Taxes	\$32,700	\$33,527	\$34,392	Calculated at 23% of salaries
<b>Total Personnel &amp; Benefits</b>	<b>\$174,872</b>	<b>\$181,830</b>	<b>\$183,924</b>	
Student Supports	\$40,660	\$53,012	\$25,939	Includes \$25,000 for participant supports such as text books, parking passes, work uniforms, and groceries. Also includes \$939 for group text messaging capacity via agency database.
Student Incentives & Refreshments for Meeting	\$2,000	\$2,388	\$500	Covers food for students' monthly cohort meetings and planning sessions, as well as small denomination gift cards used as incentives (i.e. Subway, Target).
<b>Staff Expenses</b>				
Staff Travel & Mileage	\$6,000	\$5,166	\$2,272	
Hiring & Professional Development			\$680	
Staff Incentives, Appreciation & Bonuses			\$1,808	
<b>Workforce Development</b>				
Staff Training	\$1,200	\$0	\$0	Did not utilize youth specialist for staff training in 2019-20.
Student Planning Facilitator	\$5,000	\$1,225	\$0	Cost for consultant to facilitate planning sessions. Not fully expended because we only had one planning session.
Marketing Designer	\$10,000	\$0	\$0	Opportunity Junction recently hired a Director of Development with extensive experience in marketing, design, social media, and web site development. She will work with the Road Map team in 2019-20.
IT Services	\$3,250	\$0	\$0	
<b>TOTAL PROJECT COSTS/EXPENSES (b)</b>	<b>\$242,982</b>	<b>\$243,620</b>	<b>\$215,123</b>	
<b>NET PROJECT INCOME/EXPENSES (a) - (b)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Note: Impact 100 East Bay funds to be used for College and Career Counselor salaries (\$67,000 total) and student supports (\$36,000 total).