



**Empire State
Development**



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Wraparound Supports

A Resource for OSWD Stakeholders

INTRODUCTION

Focus and aims of this document

This resource provides practical insights and recommendations to stakeholders of the Office of Strategic Workforce Development (OSWD), including training providers, government agencies, employers, and current and future grantees. Its focus is on the effective implementation of wraparound supports in workforce programming and partnerships, aligning with OSWD's strategic vision and the \$115 million Pay for Performance and \$35 million Capital grant programs. This program provides flexible operating grants to training providers, specifically covering operational costs and wraparound services that support trainees' successful completion of their training.

Recognizing the dual benefits of wraparound supports for both individuals and employers, this document emphasizes their significance in assisting learners and workers in persisting toward their education and employment goals by addressing personal and systemic barriers. By integrating academic supports and whole-person services, stakeholders enhance the likelihood of successful training and employment outcomes. Through collaborative efforts, wraparound supports become a powerful catalyst for advancing individuals, employers, and the state toward our shared goals.

How to use this document

This document serves as a practical guide for stakeholders involved in the implementation of wraparound supports. It outlines the foundational elements of wraparound supports and provides examples of specific services that can be offered. It is important to note that while the examples provided in this document may serve as inspirations for various training providers and their partners, not all stakeholders may be equipped or needed to offer all the listed services.

Stakeholders are encouraged to utilize this document as a reference and exploratory tool to understand the key characteristics of each support category and consider which support strategies may be relevant to their local and/or regional context. By first selecting a suitable starting point and continuously adapting their programs over time, stakeholders can effectively customize their approach to better meet the unique needs and circumstances of workers and learners.

In your review and planning, we encourage you to:

- **Understand the foundational elements:** Familiarize yourself with the core principles that underpin effective wraparound support services.
- **Explore examples of wraparound supports:** Consider how the practical examples provided can be adapted and integrated into your specific context.

- **Center learners' and workers' voices:** Seek learner and worker input through various means such as surveys, focus groups, or individual interviews. Use this information to inform your strategy.
- **Collaborate with stakeholders:** Leverage the strengths and expertise of partner organizations to create a robust network of support services that eases capacity burdens and expands the range of resources available to learners and workers.
- **Evaluate and monitor progress:** Evaluate the effectiveness of interventions, identify areas for improvement, and make necessary adjustments.

OSWD, in collaboration with partner agencies and grantees, will seek to continuously evaluate the impact of existing wraparound support models implemented across the state. Insights and findings will be shared through updates to relevant resources and through other communication channels to guide stakeholders' ongoing implementation, improvement, and scaling efforts.

WHY IT MATTERS

Wraparound services are essential in workforce development as they create a holistic and integrated support system. By offering these services in-house or in collaboration with community-based organizations and employers, training providers significantly improve outcomes such as program completion, credential attainment, employment, and career advancement.

- **Increased Program Completion:** Comprehensive support ensures learners persist and complete their chosen programs, leading to higher completion rates and equipping them with the skills and credentials needed for success.
- **Enhanced Credential Attainment:** Wraparound services guide learners in achieving industry-recognized credentials, increasing their employability, and expanding job opportunities.
- **Improved Employment Outcomes:** By addressing barriers and providing resources, wraparound supports improve individuals' chances of securing quality jobs aligned with their career goals.
- **Facilitated Career Advancement:** Ongoing support connects skill development to long-term career goals, enabling individuals to navigate the workforce, explore growth opportunities, and advance professionally.
- **Holistic Well-being:** Wraparound services address social, emotional, and financial barriers, promoting individuals' overall well-being and self-sufficiency.

10 FUNDAMENTAL ELEMENTS OF WRAPAROUND SUPPORTS

The foundation of effective and equitable wraparound supports lies in upholding ten fundamental elements that guide the development of comprehensive and impactful services. By aligning services with these principles, stakeholders can ensure the provision of holistic and individualized support that meets the unique needs and goals of program participants. The following ten elements form the cornerstone of effective wraparound supports and serve as a roadmap for creating successful programs.

- 1. Family Voice and Choice:** Engaging families and individuals in decision-making and planning processes to ensure their preferences and needs are considered.
- 2. Team-Based:** Collaborating with a team of professionals from various disciplines to provide comprehensive and coordinated support.
- 3. Natural Supports:** Identifying and utilizing existing community resources, networks, and supports to strengthen the support system.
- 4. Collaboration:** Working in partnership with community-based organizations, employers, and stakeholders to maximize support services and resources.
- 5. Individualized:** Tailoring support plans and services to meet the unique strengths, needs, and goals of learners and workers.
- 6. Cultural Competence:** Recognizing and respecting the diversity of learners' and workers' cultural backgrounds and ensuring services are culturally responsive.
- 7. Community-Based:** Providing supports in natural community settings, promoting integration and inclusion within the learners' and workers' environments.
- 8. Strengths-Based:** Focusing on building upon individuals' strengths, talents, and resilience to promote growth and success.
- 9. Unconditional Care:** Offering non-judgmental and compassionate support that is unconditional, emphasizing empathy and understanding.
- 10. Outcome-Based:** Monitoring and evaluating the effectiveness of wraparound supports to ensure positive outcomes for learners and workers.

EXAMPLES OF WRAPAROUND SUPPORTS

After considering the 10 fundamental wraparound elements, stakeholders can apply this knowledge to develop and deliver effective wraparound support services, like those below.

Learning Supports:

- **ESL Instruction and High School Diploma Support:** Offering instruction and support to individuals seeking to earn a high school diploma or equivalent while providing ESL (English as a Second Language) instruction.
- **Tuition-Free Programs and Assistance:** Facilitating access to tuition-free programs or providing tuition assistance for industry-recognized credentials.
- **One-on-One Tutoring:** Providing personalized tutoring sessions to help learners overcome academic challenges and achieve their educational objectives.
- **Work-Based Learning Opportunities:** Creating access to work-based learning opportunities such as job shadowing and internships to offer learners practical experience and opportunities to explore various career pathways.

Career Navigation Supports:

- **One-on-one Career Counseling:** Dedicated career counselors provide personalized guidance on career planning and offer resources to overcome educational barriers.
- **Comprehensive Career Exploration:** Engaging learners in activities that enhance their understanding of specific industry requirements and expectations.
- **Resume Building and Interview Skills:** Offering classes and coaching to develop essential skills in creating impressive resumes and excelling in interviews.
- **Continuous Support:** Maintaining support throughout the program and beyond, assisting learners in connecting skill development to long-term career goals.

The SyracuseBuild Program in partnership with CenterState CEO received a P4P Capacity-Building award focused on expanding the capacity of construction training programs and enhancing wraparound services in union building trades. This program provides wraparound services through various community partnerships directed at providing resources to financial coaching, legal aid, transitional employments assistance, and mentorship and leadership skills.

Whole-Person Supports:

- **Childcare Services:** Offer subsidized and affordable childcare options, including before and after school programs, daycare, in-home care, and on-site childcare.
- **Living Allowances and Emergency Funds:** Provide stipend pay and emergency funds to cover healthcare, transportation, and housing emergencies that could hinder education and career pursuits.
- **Housing Support:** Facilitate access to organizations that can provide temporary and permanent housing solutions or establish partnerships with local housing authorities for housing vouchers.
- **Transportation Support:** Assist participants in commuting to and from employment and training programs through shuttle services, public transit passes, gas cards, access to vehicles, and driver's license assistance.
- **Access to Internet Resources:** Ensure access to free or low-cost internet resources, such as Wi-Fi hotspots, digital literacy classes, and computer labs, for online classes, trainings, remote work, and connecting with supportive services.

Power Up Wind, Solar, and Renewables – Long Island received a P4P Operating Grant to offer free training to young adults to secure careers in the cleantech and renewable energy sector. This program provides a comprehensive wraparound package that includes access to financial literacy and budgeting, graduate resources, employment services, job search and resume building, rental and housing assistance, GED prep, maternal and family health, childcare assistance, stipends, tools and uniforms, and referrals to community organizations.

CONCLUSION

Wraparound supports play an essential role in creating inclusive and equitable opportunities for learners and workers. By addressing both personal and systemic barriers, these supports empower individuals to overcome unexpected challenges and persist in their education and employment goals, leading to better outcomes and increased economic mobility. By embracing the principles, strategies, and examples outlined in this document, stakeholders can design programs and establish partnerships that provide tailored and individualized support to program participants. Through collaborative efforts, we have the potential to build a workforce ecosystem that enables every New Yorker to access quality jobs with equity and upward mobility.

RESOURCES

- i. Fundamental Elements of Wraparound Supports:
 - The National Wraparound Initiative, Ten Principles of the Wraparound Process: [https://nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-\(10-principles-of-wrap\).pdf](https://nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-(10-principles-of-wrap).pdf)
- ii. Wraparound Support in Community Colleges:
 - Education Commission of the States, Community College Approaches to Student Supports: <https://www.ecs.org/wp-content/uploads/Community-College-Approaches-to-Student-Supports.pdf>
- iii. Supportive Services for Opportunity Youth:
 - Jobs for the Future, Pre-Apprenticeship Framework: <https://www.jff.org/resources/jffs-framework-high-quality-pre-apprenticeship-program-opportunity-youth/opportunity-youth-pre-apprenticeship-framework-component-5-offering-of-academic-career-exploration-and-wraparound-supports/>
- iv. Coordination of Services for Adult Learners:
 - CLASP, Arkansas Career Pathways Example: <https://www.clasp.org/sites/default/files/public/resources-and-publications/files/Arkansas-Career-Pathways.pdf>