

Bridges to Career Opportunities



Citi Foundation





The demands of today’s U.S. job market are playing out in different ways for American workers and we need to support those who are being negatively impacted by the forces that are shaping the modern economy. By connecting programs that provide not only education and skills building, but support services for family and housing needs, we’re helping American workers who have been or are in danger of being displaced achieve success and contribute to their communities.”

ED SKYLER, Executive Vice President
for Global Public Affairs at Citi
and Chair of the Citi Foundation



The Bridges program is a proven resource that has already helped thousands of families raise their standards of living. Our partnership with the Citi Foundation will help scale up that impact, knitting together significant support for skills development and jobs with other financial, health, and housing services that improve overall quality of life.”

MAURICE A. JONES, LISC President and CEO

Bridges to Career Opportunities (Bridges)

is an innovative program that successfully connects adults to the training, job opportunities, and services they need to not only build promising careers, but thrive. Bridges sites around the country help chronically unemployed and underemployed adults train for, get, and keep jobs in local growth industries—such as healthcare, transportation, technology, and construction—by working with them to overcome common barriers that get in the way of success. Many adults eager to work are unable to take advantage of traditional training programs due to limited math or reading abilities, or due to financial, childcare, or transportation challenges. Bridges offers services to meet these challenges head-on, so that clients can stay in the program, find work, and ultimately earn more. Bridges also works with partners in local industries to contextualize training to specifically fit shifting local needs.

Thanks to the Citi Foundation’s recent \$10 million commitment, 40 community-based organizations will launch or expand Bridges programming —impacting 10,000 people in the next three years.

To learn more, visit www.lisc.org/citi-foundation

and follow #LISCBridges on   

PATHWAYS KEY





“

I had the skills and motivation to be productive. [The Bridges program] was the glue to make it all come together. Whether it be food pantry, uniforms, rental assistance, transportation, or career development, this program has helped me make the connection.”

IRIS, participant at
The Wesley Center's
Bridges program



SKILLS . JOBS . CAREERS

Jewish Vocational Services

BOSTON Jewish Vocational Services (JVS) operates Boston’s largest one-stop job center, where participants engaging in JVS’s Bridges program gain the skills needed to enroll in STEM certificate programs at nearby Quincy College. Citi Foundation’s support has allowed JVS to expand this work and advance participants into higher-wage jobs. By partnering with an employer advisory board, JVS is now able to give alumni direct feedback on their progress in their new jobs and advise them on the skills they need to advance to the next step in their careers. The high wage-growth potential of STEM jobs, as well as the 13% year-over-year growth of this industry in Boston, means JVS graduates have extensive opportunities for advancement and for enhanced financial stability.



www.jvs-boston.org  @jvsboston  @jvsboston



This funding is critical to providing opportunities for all Bostonians to gain access to high-demand jobs and career pathways that lead to financial stability.

BOSTON MAYOR MARTIN J. WALSH



Instituto del Progreso Latino

CHICAGO A nationally recognized innovator in the field of adult education, Instituto del Progreso Latino works to train its low-income and largely Hispanic clientele for jobs in the health sector. With support from the Citi Foundation, Instituto expanded its existing health pathway to move participants from certified nursing assistant (CNA) positions to associates degrees in nursing. This advancement will increase participants’ annual salaries by an average of \$15,000 per year. Instituto provides all training and services on-site through the Instituto College and supports a higher-level pathway with training programs including Certified Nursing Assistant, English as a Second Language for Health, and Basic Nursing Assistant. Healthcare is a rapidly growing field with the demand for nursing assistants expected to increase by 11% over the next decade.



www.institutochicago.org  @Instituto1997  @Instituto1997



Jane Addams Resource Corporation

CHICAGO Jane Addams Resource Corporation (JARC) of Chicago is a leading expert in job training, offering a manufacturing bridge program to un- and underemployed adults while simultaneously helping them raise their math and reading scores so they can move into more advanced training. While the manufacturing sector offers viable career pathways, JARC’s trainees have found themselves facing significant barriers such as unstable housing, lack of childcare, systemic racism, and other forms of discrimination that can prevent them from climbing the career ladder. The Citi Foundation’s support allows for the development of a staff position at JARC to help participants overcome these challenges.



www.jane-addams.org  @JaneAddamsRsCor  @JaneAddamsResourceCorporation



Metropolitan Family Services

CHICAGO Co-located with the City Colleges of Chicago, Metropolitan Family Services (MFS) has been providing integrated financial coaching, income supports, and extensive Bridges employment services to Chicago residents since 2012. Thanks to the Citi Foundation's support, the organization has added a healthcare career pathway to its training offerings; in partnership with Kennedy-King and St. Augustine colleges, MFS now provides opportunities for participants seeking healthcare administration and health information systems training to learn about medical health records, HIPAA, insurance, and medical office operations—all leading to a certified medical administrative assistant (CMAA) credential. Graduates of this program can expect wages of \$18.83/hr with myriad opportunities for advancement in an industry expected to grow 13% by 2026.



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North Lawndale Employment Network

CHICAGO North Lawndale Employment Network has a strong history of training and employment programs for individuals returning from incarceration. Offering two comprehensive Bridges programs as well as transitional jobs, North Lawndale is successfully preparing participants for jobs in the growing transportation, distribution, and logistics (TDL) sectors. With the Citi Foundation's support, the organization has also added advanced training on the administrative side of TDL. Participants earn Microsoft Office specialist (MOS) certification to qualify for essential roles within the TDL sector as well as for administrative roles across industries. Mean hourly wages in the Chicago TDL sector are 5% over the national average and, given the expected 10% increase in all administrative management roles by 2026, this new pathway opens doors to financial stability for many job seekers on the West Side of Chicago.



www.nlen.org [f @NLEN.org](https://www.facebook.com/NLEN.org) [t @NLEN_Jobs](https://twitter.com/NLEN_Jobs) [i @NLEN_Jobs](https://www.instagram.com/NLEN_Jobs)

My proudest moment while I was in the program was transitioning from Bridges to welding, when I brought my math score up from a 6.0 [grade level] to 11.9. My experiences exposed me to, and prepared me for, a career in manufacturing.

TONCE JACKSON-AYANLEYE, professional welder
and graduate of Jane Addams Resource Center



SER Metro

DETROIT Providing Financial Opportunity Center services for Detroit residents since 2008, and Bridges services since 2015, SER Metro is taking the next step. With Citi Foundation support, the organization is adding lead abatement certification training to its building trades vocational program. This transferable credential is applicable to many opportunities in Detroit’s booming construction sector and, with a 4.5% increase in construction jobs in Detroit in the past year, participants who obtain this certification will be well positioned for roles in the growing industry. In addition, SER Metro’s skilled trades advisory council and its partnership with the Asbestos Workers of Regional Local 207 allow it to access nearly 80 employers to help place its graduates into apprenticeships and careers in the building trades.



sermetro.org [f @SERMetroDetroit](https://www.facebook.com/SERMetroDetroit) [@SERMetro](https://twitter.com/SERMetro)



Operation ABLE

DETROIT After nine years providing skills training and other services through its Financial Opportunity Training Center, Operation ABLE used funding from the Citi Foundation to add an entrepreneurship pathway to its Bridges program, giving participants interested in starting a small business an introduction to basic business planning and development concepts. Operation ABLE also hired a retention coach who connects participants with the resources they need to stay engaged in training, and supports graduates after they have begun working—helping them retain their jobs and advance along the wage scale. The organization’s strong local workforce development partnerships, employer advisory council, and relationship with Clearly University give participants broad supportive networks, growing local job opportunities, and a path to achieve their long-term career goals.



www.operationable.org



Focus: HOPE

DETROIT Expanding on its current career pathways in the manufacturing industry, Focus: HOPE used its Citi Foundation funding to add a contextualized robotics training program to its certification curriculum. This addition not only readies participants for jobs in an ever-growing field, but also exposes them to automation concepts early in their training, piquing their interest and their commitment to continuing their efforts on the path to self-sufficiency. The advanced robotics training component, which is comprised of approximately 200 training hours, gives participants skills to successfully complete the Level 1 training certification. This qualifies them for positions that, according to the Workforce Intelligence Network, have increased by 44.7% in the region over the past decade.



www.focushope.edu [f @FocusHope](https://www.facebook.com/FocusHope) [@Focus_HOPE](https://twitter.com/Focus_HOPE) [@Focus_HOPE](https://www.instagram.com/Focus_HOPE)



SouthwestSolutions

Southwest Economic Solutions (SWES)

DETROIT Southwest Economic Solutions (SWES) provides vital training and supportive services in Detroit. With support from the Citi Foundation, SWES will expand its education, career exploration, job readiness, training and job placement programming for justice-involved participants. Linking residents to the growing construction and transportation, distribution and logistics sectors, SWES’s Bridge includes training on workplace soft skills as well as supportive services to ensure long-term success of participants. At the end of the training, participants earn credentials such as a commercial driver’s license or technician certification (608 credential). Construction is a growing industry in Detroit with job growth rate of 7% as is TDL, where employment is growing faster than the national rate.



www.swsol.org [f @southwestsolutions](https://www.facebook.com/southwestsolutions) [@SWSolDetroit](https://twitter.com/SWSolDetroit)



“Focus: HOPE helped me prepare for a real career! I’m glad I chose robotics because that is the way of the future.”

MARCUS HAYWARD, Bridges program participant at Detroit’s Focus: HOPE



Community Action Duluth

DULUTH Community Action Duluth works to provide community members with access to quality education, affordable housing, healthcare, gainful employment, and meaningful involvement in civic life. Through its Bridges program, the organization works to help people advance along careers in the healthcare field, beyond certified nursing assistant and into higher-wage jobs. With the support of the Citi Foundation, Community Action Duluth has also added a light manufacturing career pathway to its existing programming. This new pathway is supported by strong engagement from local employers, who work closely with Community Action Duluth in designing the curriculum and in hiring participants in this growing field, where jobs in Minnesota are expected to increase over the next year by roughly 3%.

  www.communityactionduluth.org  @CommunityActionDuluth



Chinese Community Center

HOUSTON Chinese Community Center connects East and West by enriching families with educational, cultural, and social service programs. The Center used Citi Foundation funding to expand its successful Bridges program by adding advanced healthcare training, a program that will help entry-level workers advance up their career pathway, while providing supportive services such as financial coaching. The organization will also provide a tiered approach to advancement, allowing clients the opportunity to obtain additional, stackable credentials when they are ready. This additional training will provide many local individuals the tools they need to move up the wage ladder in a rapidly growing job sector—8,800 healthcare jobs were added in Houston in 2018 alone.

 ccchouston.org  @CCCHouston  @CCCHouston79  @CCCHouston



The Alliance for Multicultural Community Services

HOUSTON The Alliance for Multicultural Community Services has been a leader in serving refugees and low-income residents in Houston since 1985. In addition to providing standard Financial Opportunity Center services, The Alliance builds long-term relationships with clients and connects them with language, legal, education, and transportation supports as they acclimate to life in the U.S. After six months, clients then graduate into the Bridges program. With Citi Foundation support, The Alliance has recently added a retention coach to its team, to support employed graduates in their goals for career advancement and to draw on the needs of Houston's growing healthcare community, its post-Harvey construction boom, and its high demand for commercial driver's license (CDL) drivers¹ to establish paid internships and improve placement prospects for participants.



thealliancetx.org [f @TheAllianceTX](#) [t @TheAllianceTX](#)



SER Jobs for Progress of the Texas Gulf Coast

HOUSTON A Financial Opportunity Center since 2011, SER Jobs for Progress of the Texas Gulf Coast has been training welders and construction workers through its high-capacity Bridges program for the past four years. It has recently expanded its participant and employer services team to include a dedicated retention coach, who will support the program's goals for stronger and broader employer partnerships that can offer additional quality job placements to SER Jobs for Progress graduates. Additionally, the retention coach will help graduates with job retention and planning for future upskilling and advancement opportunities.



serhouston.org [f @SERHouston](#) [t @SERHouston](#) [i @SERHouston](#)



Volunteers of America Texas in Houston

HOUSTON Volunteers of America Texas (VOATX) in Houston trains a large community of healthcare industry job seekers for entry-level healthcare work as certified nursing assistants and coders, and in medical billing, through its innovative Health Professions Opportunity program. Now, with support from the Citi Foundation, the organization has designed a contextualized Bridges program to move the graduates in this program from their entry-level jobs into advanced healthcare career pathways, toward jobs as health information technicians and patient care technicians, which offer family-sustaining wages. With a strong understanding of Houston's faster-than-average healthcare sector growth and industry partnerships already in place, VOATX will be able to specifically advance the careers and wages of its previous graduates, of which there are over 1,500.



www.voatx.org [f @VOATexas](#) [t @VolunteersOfAmericaTexas](#)



Wesley Community Center in Houston

HOUSTON Wesley Community Center in Houston serves over 20,000 individuals per year, offering services including early childhood education, youth and senior services, food distribution, and career and financial services. After launching its first Financial Opportunity Center in 2010, the Center piloted Houston's first Bridges program in 2014, connecting participants to careers as certified nursing assistants (CNAs), phlebotomy/EKG technicians, and patient care technicians (PCTs). With the support of the Citi Foundation, Wesley has expanded this program by adding two additional health credentials and a new machinist career pathway. The manufacturing industry is currently experiencing a 7.4% local increase in employment and offering machinists a median wage of \$21.21/hr. Wesley has also added a career development manager to support job retention, increase earning capacity, and develop new employer relationships.



www.wesleyhousehouston.org [f @WesleyCCHouston](#)
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“

Wesley has been a blessing to me in many ways. I have obtained my Child Development Associate and Certified Nursing Assistant, which have allowed me to provide a better life for my family. My children also attend the Early Head Start/ Early Care and Education programs, which allows them to grow and develop socially and emotionally around other children. I love everything that Wesley has done for us.”

MARIELA HERNANDEZ,
participant at The Wesley Center's
Bridges program in Houston



Community Services League

GREATER KANSAS Community Services League has been providing career training in the healthcare and welding pathways since 2016. Now, thanks to support from the Citi Foundation, it has developed a Bridges program to respond to the chronic problem of low-wage stagnation among hard-to-employ workers. Targeting low-income clients in the larger East Jackson County of Missouri, this program will offer the chance to embark on a promising career path to those previously unable to access the welding and healthcare trainings due to low reading and math scores, providing these clients with the math and English training they need to meet the certification training requirements. Healthcare employment is expected to grow by 18% in the next ten years, and welding is expected to grow by 6%.



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“CSL’s purpose is to make meaningful and lasting change in people’s lives. We believe by connecting our neighbors to education and skills training in a career pathway that leads to livable wage jobs, we can fulfill our purpose. We are proud of the work we’ve been able to do in partnership with LISC, and now with the Citi Foundation, to provide transformational services to low-income families in our communities.”

DOUG COWAN, president of Community Services League



Edna Martin Christian Center’s

INDIANAPOLIS Edna Martin Christian Center’s (EMCC) mission is to nurture members of its community by bridging cultural, racial, and economic differences. As part of this effort, the Center offers a Bridges career training program that provides job training and placement and also offers reading, math, and language help so clients can qualify for that career training. In addition, thanks to funding from the Citi Foundation, EMCC has extended its culinary and hospitality, logistics associate, and construction career programs by adding a retention coach to help clients advance beyond their initial job placement by achieving advanced credentials and training. EMCC also added a micro-enterprise coach for participants who would like to explore entrepreneurship, particularly those who face high barriers to employment, such as the previously incarcerated.



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John H. Boner Neighborhood Center

INDIANAPOLIS John H. Boner Neighborhood Center (JBNC) serves residents of the Near Eastside of Indianapolis with integrated services and extensive Bridges career pathway programs. In response to booming local residential real estate development and the lack of qualified apartment maintenance workers, JBNC used additional Citi Foundation support to add a new maintenance technician pathway, partnering with the Indiana Apartment Association to deliver training for participants earning their Certificate for Apartment Maintenance Technicians (CAMT). The training includes electrical, HVAC, appliance maintenance, plumbing, and interior/exterior maintenance, as well as on-the-job experience in apartment or rental housing maintenance. New maintenance technicians earn a median wage of \$18.11/hr with opportunities for advancement into the skilled trades, such as electrician, heating and cooling, and plumbing, with starting wages of \$26/hour.



jhbcc.org [@JBNCenters](https://www.facebook.com/JBNCenters) [@JHBComCtr](https://twitter.com/JHBComCtr)



Southeast Community Services

INDIANAPOLIS Southeast Community Services is a high-quality service provider that has been serving the Fountain Square neighborhood of Indianapolis for over 40 years. Now, with support from the Citi Foundation, the organization has developed a Bridges program in several of Indianapolis' most in-demand sectors: transportation, distribution, and logistics; manufacturing; and construction. Given the organization's strong history of integrated service delivery and existing partnerships with local employers and the local workforce development board, EmployIndy, Southeast Community Services is also able to quickly connect clients with referrals for jobs in the construction and HVAC industry, which is expected to grow by 15%, and in commercial driver's license (CDL) truck driving, which is expected to grow by 10% in Indiana alone.¹



southeastindy.org [f @SECIIndy](#) [t @SouthEastInd.org](#)



Mary Rigg Neighborhood Center

INDIANAPOLIS After serving inner-city Indianapolis residents with high-quality Financial Opportunity Center services over the last eight years, Mary Rigg Neighborhood Center is now using Citi Foundation funding to build on its Bridges program by expanding its manufacturing career training. The organization has added higher-skilled pathways including metalworking, control systems technician, and lead certifications, and has added a new construction pathway with industry gold-standard curriculum and credentials. Beyond training, Mary Rigg facilitates paid work experience and on-the-job training opportunities for trainees as they prepare for employment in construction—one of the top ten career and technical education pathways for job projections in the Indianapolis region²—and in manufacturing, which adds 600 jobs per month in the state.³



maryrigg.org [f @MaryRigg.mrnc](#) [t @MaryRigg](#) [i @Mary_Rigg](#)

¹ <https://netsolutions.dwd.in.gov/hh50/jobList.aspx>
² <http://www.hoosierdata.in.gov/FD/landing.aspx>
³ <http://www.hoosierdata.in.gov/FD/landing.aspx>



Coalition for Responsible Community Development

LOS ANGELES The Coalition for Responsible Community Development (CRCD) has over 13 years' experience operating workforce development programs in Southeast Los Angeles. With support from the Citi Foundation, the organization has now introduced a Bridges curriculum to help those individuals whose low reading and math scores previously kept them from entering the program. CRCD's Bridges work focuses on the area's disproportionate number of individuals recently released from incarceration or on probation, and on at-risk youth participating in CRCD's YouthBuild program (a national initiative to help low-income young people learn construction skills). Participants receive remedial math and reading support and soft skills training, followed by occupational training in the construction sector. Graduates are connected with jobs and/or apprenticeships as construction laborers in LA, where the average wage exceeds \$20/hr.



www.coalitionrcd.org [f @CRCD_SouthLA](#) [t @CRCD_SouthLA](#)



The funding provided by Citi Foundation will enhance the opportunity for Angelenos to build their technical skills, enhance their financial stability, and find living wage careers that meet the demands of the shifting nature of the economy.

BRENDA SHOCKLEY, Deputy Mayor of Economic Opportunity for the City of Los Angeles



Journey House

MILWAUKEE Journey House has recently added a Bridges curriculum to its THRIVE program, a training experience that incorporates contextualized education, cognitive skills boot camp, employability and career training, and four weeks of hands-on vocational experience in manufacturing, construction, and landscaping. With nearly fifty years of experience in workforce development, Journey House boasts more than 55 employer partners in these growth industries, plus strong relationships with Employ Milwaukee and the Milwaukee Area Technical College. This means program participants have direct referrals for jobs in Milwaukee's manufacturing and construction sectors, which are growing steadily, and in the landscape architecture industry, where the median hourly pay is currently \$31.62. Journey House is providing local under- and unemployed individuals with significant opportunities to build solid economic futures.



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PROJECT FOR PRIDE IN LIVING

Project for Pride in Living

MINNEAPOLIS One of the earliest Financial Opportunity Centers and Bridges to Career Opportunities pilot sites, Project for Pride in Living is a highly respected and sought-after workforce development partner. Support from the Citi Foundation has now allowed the organization to increase the scale and improve the quality of its longstanding Train to Work healthcare Bridges program and its building operations technician career pathway. Additionally, in partnership with Normandale Community College, Project for Pride in Living is launching a 52-week property appraiser program to prepare participants for the growing, high-wage job sector of real estate appraisers. With a median annual wage of \$54,010, real estate appraisers are highly in demand across the country and particularly in the Twin Cities region.



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New Community Career & Technical Institute

NEWARK A Financial Opportunity Center since 2015, New Community Career & Technical Institute supports clients in a variety of career training programs—from construction building trades to healthcare trades, the culinary arts, and diesel/heavy equipment and automotive technical trades. The organization used Citi Foundation funding to add a Bridges program to its certified medical assistant and automotive occupational skills programs; it can now offer clients contextualized literacy and numeracy coursework to help increase their potential for success in two of Newark's highest growth industries. Active in the Newark 2020 initiative, New Community also uses the organization's more than 45 employer partners to provide participants access to jobs in the area, where the average wage is \$23.26/hr for automotive workers and \$16/hr for medical assistants.



www.nowcommunitycor.org [f @NowCommunityCor](https://www.facebook.com/NowCommunityCor) [t @NowCommunityCor](https://twitter.com/NowCommunityCor)



Ironbound Community Corporation

NEWARK Ironbound Community Corporation (ICC) has been working with Newark residents since 1969. Currently serving a community of more than 50,000, of which over half are foreign born and over half have not completed high school, ICC has launched a Bridges program designed to address the academic readiness gaps that many low-wage and unemployed adults face. To meet the differing career interests of this diverse community, the program includes a variety of career pathways including child and family development; transportation, distribution, and logistics; and healthcare. In addition to Citi Foundation support, the Bridges work will be supported by Newark 2020, a city-wide initiative to employ 2,020 residents in living-wage jobs by December 2020.



www.ironboundcc.org [f @IronboundCC](https://www.facebook.com/IronboundCC) [t @IronboundCC](https://twitter.com/IronboundCC)



Brighton Center

NEWPORT Brighton Center provides training for jobs in high-demand careers such as health (expected to grow by 18% through 2026), human services (expected to grow by 5%), and business (expected to grow by 10%). In this nationally accredited program, all instruction is achieved through hands-on training that simulates the actual work environments—an approach so successful that, in 2017, 95% of graduates secured employment with career ladder opportunities. Center participants are also able to gain work experience through externships at more than 25 local businesses and receive financial and career coaching from in-house specialists. Supported by the Citi Foundation, Brighton Center has now added retention and advancement services in order to provide ongoing career advice, offer advanced credentials, and support on-the-job conflict resolution.



www.brightoncenter.com [f @BrightonCenter](https://www.facebook.com/BrightonCenter) [t @BrightonCenter.com](https://twitter.com/BrightonCenter)



Northern Kentucky is fortunate that our region will benefit from the Bridges to Career Opportunities program, funded through LISC and the Citi Foundation. The opportunity to promote career advancement and asset building through the work of Brighton Center’s employment training program will serve as a catalyst for incumbent workers to take their career to the next level.”

STEVE PENDERY, judge/executive for Campbell County, Kentucky



[The Bridges program] has changed my life by giving me stability and strength. Some of my hardest times happened while I was enrolled in [this] program, but [the team] believed in me even when I didn’t believe in myself and pushed me to my full potential. Now I am a clinically certified medical assistant with one of the most amazing jobs. I made a family [here] and will always have a place in my heart for this program!”

HANNIE REYNOLDS, Bridges program participant at Brighton Center of Cincinnati’s Center for Employment Training



The District 1199C Training & Upgrading Fund

PHILADELPHIA The District 1199C Training & Upgrading Fund (“The Training Fund”) has offered industry-specific career training to residents of Philadelphia for over four decades. The Training Fund, among the region’s largest providers of quality occupational training and adult basic education, used new Citi Foundation funding to add a middle-skill career pathway for culinary line cooks to its Bridges program, so as to move individuals beyond entry-level wages. Developed in partnership with UNITE HERE Hospitality Union’s Philadelphia Hospitality Academy, the program includes contextualized Bridges literacy coursework, occupational training, and soft skills workshops. Participants also benefit from the organization’s strong employer partnerships, including with Aramark, which is committed to pre-screening candidates and hiring a large number of program graduates into quality, unionized jobs.



1199cTraining.org [@1199cTrainingFund](https://www.facebook.com/1199cTrainingFund) [@1199cTrainingFund](https://twitter.com/1199cTrainingFund)
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Partnerships are critical to the workforce development system as we prepare individuals for the jobs of today and tomorrow.

I applaud the Citi Foundation and LISC in partnering to expand the Bridges to Career Opportunities program in Philadelphia. This partnership supports the great work of District 1199C Training & Upgrading Fund and aligns with many of the recommendations set forth in the citywide workforce development strategy, Fueling Philadelphia’s Talent Engine. I am thrilled that this investment in the Bridges program will help residents qualify for middle-skill jobs in growing industries that need trained workers, and I look forward to seeing the results.

PHILADELPHIA MAYOR JIM KENNEY



Oakland Planning and Development Corporation

PITTSBURGH Oakland Planning and Development Corporation (OPDC) has built on its 30+ years of experience in integrated service delivery and vocational training in healthcare and Microsoft Office skills by using Citi Foundation support to establish a new administrative assistant career pathway. This move allowed OPDC to join the University Talent Alliance, a network of local employers in higher education, giving OPDC clients access to a strong pipeline of employment opportunities offering \$17/hr starting wages, with benefits. The new training includes a Bridges program followed by a three-week administrative assistant training curriculum, which includes a University Talent Alliance employee mentorship opportunity. With jobs in higher education administration growing 10% by 2026, this program is a win-win for participants and postsecondary education employers.

 www.opdc.org  [@OPDC.org](https://www.facebook.com/OPDC.org)  [@OaklandPlanning](https://twitter.com/OaklandPlanning)  [@OaklandPlanning](https://www.instagram.com/OaklandPlanning)

“This new investment will aid in providing Pittsburgh job seekers with the resources and skills they need to enter into our region’s fastest growing job sectors. By coupling financial coaching with workforce development and skill building, families are provided with vital support on their journey to financial well-being, and can ultimately gain access to long-term economic opportunity and success.”

PITTSBURGH MAYOR WILLIAM PEDUTO



Amos House

PROVIDENCE Amos House is Rhode Island’s largest social service agency, providing services to the homeless and formerly incarcerated and offering hands-on skills training programs to prepare unemployed or underemployed adults to enter the culinary/hospitality field, carpentry/maintenance trades, or customer service industry. With support from the Citi Foundation, Amos House moves students through contextualized adult basic education courses and onto advanced training. Participants then receive industry-recognized credentials and practical skills through labs, community projects, and internships, all while supported by a team of coaches who help address financial and career goals. Three-quarters of Amos House graduates are placed in jobs. By 2026, the culinary/hospitality field is expected to grow by 9%, building trades such as carpentry and maintenance by 11%, and customer service by 5%.

   www.amoshouse.com  [@AmosHouseRI](https://www.facebook.com/AmosHouseRI)  [@AmosHouse](https://twitter.com/AmosHouse)



Genesis Center

PROVIDENCE Founded in 1982, Genesis Center is a multiservice adult education and workforce development agency serving nearly 900 low-income adults annually through integrated, evidence-based programming designed to support members of the Providence community as they achieve educational and employment success. With support from the Citi Foundation, Genesis Center has added a post-employment services component to support participants in retaining and advancing in their careers in the fields of early learning and childcare, culinary arts, and direct human services support. This component will include career pathway development, job retention services, postsecondary advancement coaching, and even the awarding of postsecondary, stackable credentials.

    www.gencenter.org  [@gencenter.org](https://www.facebook.com/gencenter.org)  [@GenesisCenter](https://twitter.com/GenesisCenter)  [@GenesisCenterRI](https://www.instagram.com/GenesisCenterRI)

Our number one priority is to strengthen our community. We do that by investing in our greatest resource: our people.

We are thrilled that the Citi Foundation and LISC recognize this and are providing funds that will allow us to expand our training programs and support services to reach more of our residents—especially some of our most vulnerable community members—so that they may increase their access to education, good jobs, and living wages.

SHANNON CARROLL, president and CEO of the Genesis Center

 **RURAL – BOZEMAN, MT**



Human Resource Development Council of District IX

RURAL—BOZEMAN Human Resource Development Council of District IX (HRDC) is a non-profit community action agency that provides local programs and services in the areas of housing, food and nutrition, child and youth development, senior empowerment, community transportation, home heating/energy/safety, and community development. Previously focusing on youth ages 16 to 24, HRDC used recent Citi Foundation funding to expand its Bridges program to include adults of all ages. In both Bozeman and Livingston, HRDC provides Financial Opportunity Center services with Bridges programming, career coaching, navigation and supportive services, academic career ladders, industry-recognized credentials, employer engagement, and demand-driven training. In Bozeman the organization focuses on building a career pathway to the advanced manufacturing industry, and in Livingston it is focused on developing a pathway in healthcare.



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Fayette County Community Action Agency

RURAL—UNIONTOWN Fayette County Community Action Agency (FCCAA) has been assisting underserved individuals and families through a variety of programs since 1966. More recently, FCCAA integrated financial programs and employment services around LISC's Financial Opportunity Center model and now, with the support of the Citi Foundation, the organization has expanded its work even further by incorporating the Bridges program in healthcare career training. This program will guide participants to the entry-level certified nursing assistant (CNA) credential as well as to the higher-level licensed practical nurse (LPN) license. This is good news for Fayette County residents as healthcare is a growing field, projected to grow by 18% over the next ten years, and where the average pay for a CNA is \$13/hr and LPNs make over \$21/hr.



fccaa.org  [@FCCAA.org](https://www.facebook.com/FCCAA.org)



The San Diego Housing Commission

SAN DIEGO Serving the community since 1979, The San Diego Housing Commission (SDHC) has used new funding from the Citi Foundation to expand its Bridges hospitality, healthcare, and information communication technology programs. SDHC has joined with San Diego Continuing Education to offer certified nursing assistant credentials, and has joined with the American Hotel & Lodging Educational Institute to further develop its hospitality career pathway. As tourism accounts for nearly 10% of jobs in the region and the need for healthcare workers is increasing, these pathways offer graduates opportunities for jobs in high demand. Finally, in partnership with San Diego State University, SDHC is offering CompTIA A+ certification training, preparing participants for computer support roles with a \$52,810 median annual wage in a field projected to grow 11%.



www.sdhc.org



The International Rescue Committee

SAN DIEGO The International Rescue Committee (IRC) in San Diego serves 8,000 clients per year, more than 79% of whom had annual household incomes of less than \$18,000 in 2017. The organization's Bridge2Careers program supports refugees, immigrants, and other low-income community members as they work to obtain greater self-sufficiency and establish careers in the industries of allied healthcare, hospitality/tourism, and retail. Thanks to support from the Citi Foundation, the IRC has also developed a new Bridges program focused on the installation of solar panels—a high-growth and in-demand industry in San Diego where 38% of employers identify solar panel installation and repair as the hardest jobs to fill despite not requiring a high school diploma and offering a strong median wage of \$17.03/hr.



www.rescue.org [@InternationalRescueCommittee](https://www.facebook.com/InternationalRescueCommittee) [@TheIRC](https://twitter.com/TheIRC)
[@TheIRC](https://www.instagram.com/TheIRC)



International Institute of Minnesota

ST. PAUL A leader in refugee resettlement with over 100 years of experience, the International Institute of Minnesota (the Institute) assists new Americans to transition to economic self-sufficiency through its training programs and supportive services. The Institute offers Bridges in both the health and hospitality fields and tailors its services to address the language and cultural needs of participants. Through funding from the Citi Foundation, the Institute will expand its current pathways beyond entry-level healthcare positions – moving participants up the career ladder from Certified Nursing Assistant to higher paying jobs as Licensed Practical Nurses. These advancement options promote wage growth and further financial stability. Healthcare is a fast growing field with projected national growth of 18% over the next ten years.



www.iimn.org [@IIMN.COMO](https://www.facebook.com/IIMN.COMO) [@internationalinstituteofmn](https://www.instagram.com/internationalinstituteofmn)



Comunidades Latinas Unidas En Servicio

ST. PAUL Comunidades Latinas Unidas En Servicio (CLUES) in the Twin Cities has grown since its founding in 1981 to be the largest Latino-led organization in Minnesota with a long history of providing culturally anchored employment, education, and career development services that positively impact the low-income individuals and families served. With new funding from the Citi Foundation, CLUES has innovated on existing Bridges pathways by adding an advancement and retention coach who will coordinate job retention and career advancement strategies for employed IT and healthcare pathway graduates by providing a range of coaching tailored to the needs of individual participants. CLUES proposes to enroll 210 participants in Bridges programming in healthcare or IT over the three-year project period.



www.clues.org [@CLUESPage](https://www.facebook.com/CLUESPage) [@CLUES_MN](https://twitter.com/CLUES_MN)



Goodwill of the Olympics & Rainier Region

TACOMA For nearly 100 years, Goodwill of the Olympics & Rainier Region has provided a helping hand up to local low- and medium-income households by offering in-demand occupational skills training programs. Citi Foundation funding has now allowed Goodwill to refine and add a work and career readiness component to this program, needed to help build up the foundational, basic skills that vulnerable job seekers need in order to be more successful in completing Goodwill's market-based occupational skills training programs. The organization added GED/ABE, ESL, math tutoring, Google digital literacy training, and a range of contextualized work readiness training to its program to help individuals meet the minimum grade-level requirements to enter the training, and incorporated this curriculum into all of its occupational skills training courses.



www.goodwillwa.org f @Goodwillwa t @Goodwillwa
i @WaGoodwill



Sound Outreach

TACOMA Sound Outreach is a non-profit organization that has been a proud community partner of the Hilltop neighborhood in Tacoma since 1996, and that has operated as a Financial Opportunity Center since 2016. As the region embarks on a rapid wave of development, residents have struggled to grapple with soaring costs of living, especially higher rents and stagnating wages. Thanks to the Citi Foundation's support, Sound Outreach created a construction Bridges career training program to connect community residents to the booming construction field, which is expected to grow by 18% in the next ten years.¹ The organization also invested in a retention coach to further support participants by assisting them to thrive and advance in their careers beyond their first, entry-level job in the industry.



www.soundoutreach.org f @SoundOutreach t @SoundOutreach



Lutheran Social Services of Northwestern Ohio

TOLEDO After over 100 years' experience serving the community, Lutheran Social Services of Northwestern Ohio (LSS) decided to use its Citi Foundation support to develop two new Bridges career pathways: manufacturing and information technology. Manufacturing participants can choose between certified production technician (CPT) or industrial automation maintenance credentials, and information technology participants can pursue an IT specialist certification. LSS also has extensive employer partnerships and a relationship with Northwest State Community College that will help graduates secure jobs upon program completion. With increasing manufacturing expansion in the Toledo area, including large new Fiat and Dana Inc. manufacturing plants, graduates will be poised for high-wage career pathways in growing industries.



www.lssnwo.org f @LSSNWO t @LSSNWO



The ProMedica Ebeid Institute

TOLEDO The ProMedica Ebeid Institute is a community hub where residents access quality food, a computer lab, job training programs, and Financial Opportunity Center integrated services. As part of ProMedica's national healthcare system, the ProMedica Ebeid Institute invested Citi Foundation funding in the development of a Bridges program offering State Tested Nursing Assistant courses. The program includes literacy and numeracy coursework as well as the Accenture Healthcare Tech and Administration curriculum. In addition, ProMedica partnered with the Toledo Anchor Institution Partnership and Ohio Means Jobs in order to provide graduates with job placement opportunities with local healthcare employers as well as with ProMedica's own healthcare system. With the nursing assistant sector growing at 11% by 2026, graduates of this program are entering a career at Toledo's living wage of \$13.62/hr with benefits and many opportunities for advancement.



www.promedica.org f @Promedica Ebeid Institute/market on the Green in Downtown Toledo t @PromedicaHealth



“

I learned organization skills, teamwork, team creativity, and the ability to handle high stress. And it's just not the food that is related to the culinary, it's the customer service. It's how you talk to the customer, how you handle the customer. If you cannot speak politely or nicely to the customer that means you are losing the business. These were small little things we learned and later on I realized oh, these weren't little things, they were a big part of your entire career!

”

HONEY GURINDER, veteran spouse in Goodwill's #LISCBridges program, locally called CRED

Citi Foundation



The Citi Foundation works to promote economic progress and improve the lives of people in low-income communities around the world. We invest in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagine approaches to building economically vibrant cities. The Citi Foundation's "More than Philanthropy" approach leverages the enormous expertise of Citi and its people to fulfill our mission and drive thought leadership and innovation. For more information, visit www.citifoundation.com.

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LISC

With residents and partners, LISC forges resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business, and raise families. Since 1979, LISC has invested \$18.6 billion to build or rehab 376,000 affordable homes and apartments and develop 63 million square feet of retail, community, and educational space. To learn more, visit www.lisc.org.

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To learn more about Bridges to Career Opportunities, visit www.lisc.org/our-initiatives/financial-stability/bridge-programs/



Citi Foundation

