



PROMISING WORKFORCE DEVELOPMENT PRACTICES
FOR FAITH-BASED AND COMMUNITY ORGANIZATIONS

Compassion at Work: Promising Practices



A Report on the Experiences of Grassroots and Intermediary Organizations
in a U.S. Department of Labor Demonstration, February 2005



Our Mission

The Center for Faith-Based and Community Initiatives (CFBCI) at the U.S. Department of Labor (DOL) seeks to empower faith-based and community organizations (FBCO) that help their neighbors enter, succeed and thrive in the workforce. We target organizations that are trusted institutions providing valuable services, but that may not have had the opportunity to partner with government programs.

To accomplish this mission, we work to remove administrative and regulatory barriers and develop innovative programs to foster partnerships between DOL-funded programs and faith-based and community organizations. We educate organizations about local opportunities to collaborate with government and about opportunities to participate in national grant programs. We also work with local government officials and administrators to integrate faith-based and community organizations into the strategic planning and service delivery processes of local Workforce Investment Boards (WIB).



In this report, you will find valuable information about effective workforce development practices for faith-based and community organizations (FBCOs) and examples of how our One-Stop Career Centers and faith-based and community organizations can work together.

In 2002, the U.S. Department of Labor's Center for Faith-Based and Community Initiatives (CFBCI) launched the Touching Lives and Communities Project (TLC) to bridge the gap that often exists between FBCOs, Workforce Investment Boards (WIBs) and local One-Stop Career Centers. Our findings show that such partnerships benefit hard-to-serve individuals by increasing their access to the nation's workforce delivery system.

Faith-based and community organizations are vital to the health of our communities. They care for vulnerable groups of people by providing education and training and preparing them to become part of the workforce. In my visits to FBCOs, I have been deeply moved by the level of commitment they exhibit in addressing the training and employment needs in their communities. My hope is that the projects in this report will motivate other FBCOs to build partnerships with their local workforce development systems.

We are very proud of these achievements in empowering faith-based and community organizations. Thank you for your interest in the Touching Lives and Communities Project and your interest in serving those in need. With your compassion at work, we can make a real difference for America.

A handwritten signature in black ink that reads "E.L. Chao". The signature is written in a cursive, flowing style.

Elaine L. Chao





One-Stop Career Center System
Washington, D.C.

Between 2002 and 2003, 42 grassroots and intermediary organizations (or intermediaries) across the country received more than \$10.17 million in funding from the U.S. Department of Labor's Employment and Training Administration (DOL-ETA) to participate in a unique demonstration (See Appendix B for a list of demonstration project grantees) aimed at connecting federal resources with grassroots workforce development projects. The demonstration was coordinated in conjunction with the DOL Center for Faith-Based and Community Initiatives (CFBCI), and its purpose was to test whether and how these groups could develop partnerships with the Workforce Investment Act/One-Stop Career Center system in their localities, thereby increasing their clients' access to the nation's workforce delivery system.

The project recognized the potential of such a partnership and the mutual goal that grassroots organizations offering workforce development services share with the One-Stop Career Centers: improving the quality of life for community residents through work-readiness training and job placement. The project also recognized the frequent disconnect between the two resources because of a simple lack of familiarity with one another. The project sought to maximize these

existing services by bridging this gap, thus providing more people with opportunities in their communities.

The DOL-CFBCI is part of the Faith-Based and Community Initiative started by President Bush in 2001. The White House's effort aims to expand the role of faith-based and other community organizations in addressing the nation's social problems by identifying and eliminating improper barriers to the full participation of these groups in social services networks; providing them with the fullest opportunities permitted by law to compete for federal funding; and encouraging greater corporate and philanthropic support for these organizations through public education and outreach activities. Targeted organizations include those that serve such needy populations as at-risk youth, ex-offenders, the homeless and hungry, substance abusers, those with HIV/AIDS, and welfare-to-work families. In addition to DOL, nine other federal departments participate in the White House initiative and operate their own CFBCIs: the U.S. Departments of Justice, Agriculture, Health and Human Services, Housing and Urban Development, Commerce, Veterans Affairs, and Education, along with the U.S. Agency for International Development and the Small Business Administration.



In April 2003, the DOL-ETA contracted with Public/Private Ventures (P/PV) to develop the One-Stop demonstration project and provide technical assistance to the grantees. The purpose of the technical assistance was to strengthen these organizations' operational capacities so they can better serve their constituents and develop more effective partnerships with the DOL One-Stop Career Centers (or One-Stops). Between June 2003 and June 2004, P/PV provided a wide range of assistance to these groups. They hosted two conferences that included workshops on strategic planning, goal and outcomes measurement, effective partnership development, fundraising and sustainability, data collection, tracking and reporting, and special "train-the-trainer" sessions for intermediary organizations. Also at the conferences, grassroots grantees, both

faith-based and community-based, received workshop instruction and reviewed printed information in a session entitled: "Dos and Don'ts for Faith-based Organizations Partnering with the Government." For example, in this session, organizations were told that direct DOL funds may not be used to support inherently religious activities, such as worship, religious instructions, and proselytization, and that any such activities that an organization conducts must be privately funded and separate in time or location from these DOL-funded programs. The training also reminded intermediaries that in choosing subawardees they should neither favor nor disfavor organizations on the basis of religion.¹

In addition to the conferences, P/PV followed up with grantees, providing them with longer-term technical assistance in the form of telephone conference calls and Web-based



One-Stop Career Center System, Washington, D.C.

trainings, resource materials relevant to their work and ongoing individual advice regarding a variety of implementation issues.

The purpose of this report is to examine the experiences of and practices used by these organizations in their attempts to partner with their local One-Stop Career Centers. We focus on practices and strategies that appear effective and might be replicated throughout the nation's workforce delivery system. However, we also document the challenges some organizations face in attempting to develop these partnerships.

The report describes the organizations that participated in the demonstration project and highlights the practices they developed. In addition, this report examines the implications of these organizations' experiences for the national workforce delivery system. Appendix A includes

profiles of fourteen demonstration grantees, including their histories and backgrounds; the services they offer; their experiences and practices used in delivering services under the DOL grant and partnering with the One-Stop Career Centers; and their strategies for sustainability.

¹During training, grantees are made aware of the DOL Final Rule, published in September of 2003, that restores the right of faith-based federal contractors under Executive Order 11246 to make hiring decisions in accordance with the religious beliefs of the contracting organization, consistent with their Title VII exemption. Pursuant to Executive Order 13279, DOL published two additional Final Rules on July 12, 2004, to (1) ensure that DOL programs and activities are open to all qualified organizations, regardless of their religious character; (2) establish the proper uses to which DOL financial assistance may be put consistent with Constitutional parameters; (3) establish the conditions for receipt of financial assistance; and (4) announce the ability of individuals to choose to purchase religious training from among other options with WIA-funded Individual Training Accounts. Pursuant to Section 188, these new regulations do not affect the obligations of FBOs receiving funding through WIA not to discriminate on the basis of religion when making hiring decisions.



The grantees in the DOL-ETA demonstration represented a wide range of organizations from varied communities across the country. Grants were made in 15 states, including 26 small towns and rural areas, 17 urban areas and eight suburbs. Of the total number of grantees (42), one-third were classified as intermediary organizations charged with sub-granting to grassroots organizations to help them build their operational capacities to access the services of the One-Stop Career Centers. The remaining two-thirds were small, grassroots, nonprofit organizations. Of all grantees, 25 percent also considered themselves to be faith-based.

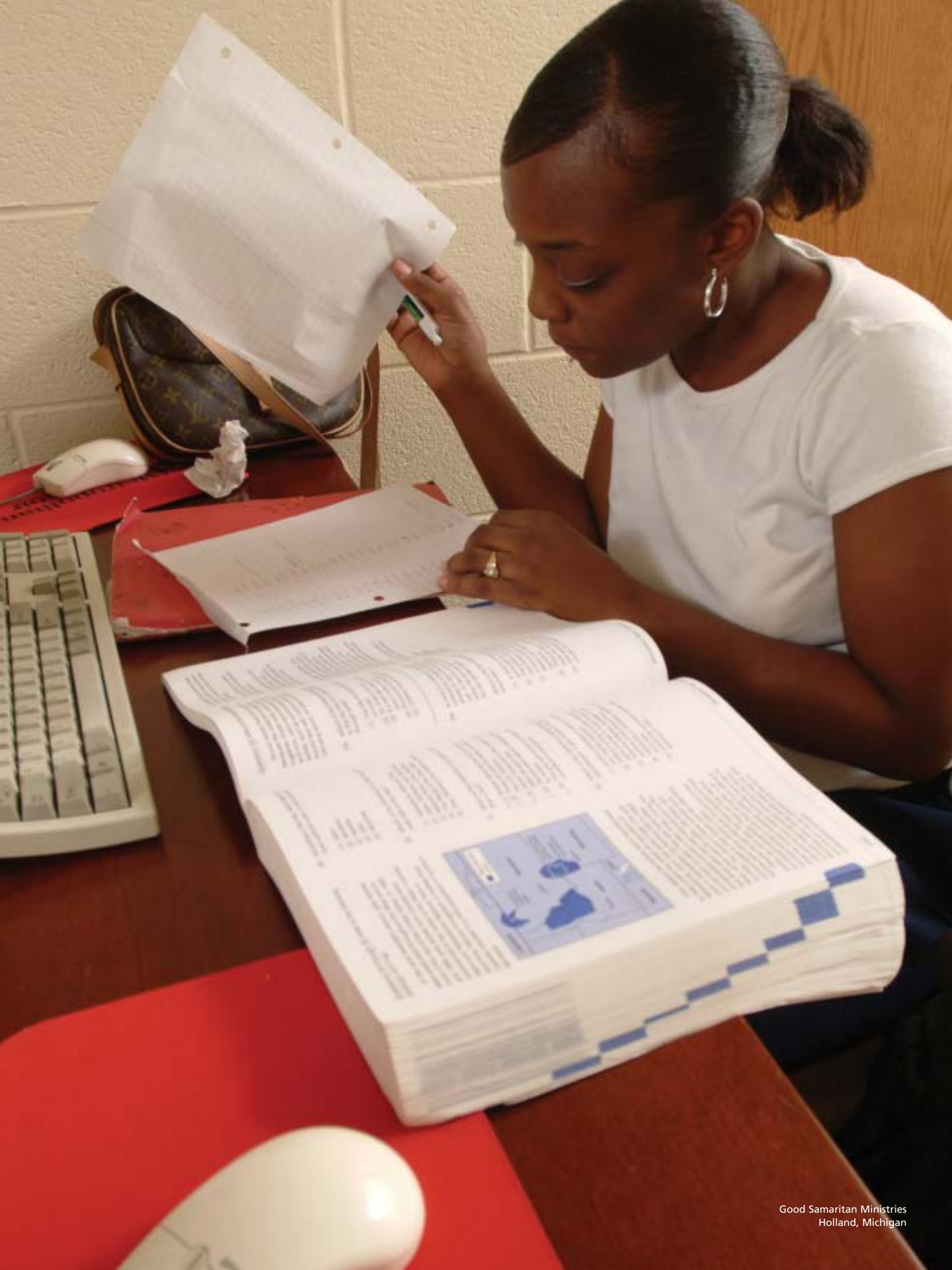
All of the funded organizations indicated that, in general, they targeted vulnerable, low-income populations who needed assistance preparing for and obtaining employment. However, several organizations targeted specific subgroups within the low-income population. Close to 40 percent primarily served specific immigrant and ethnic groups (Chinese, East African, Middle Eastern, Guyanese, Haitian, Latino and Native American), and 17 percent targeted groups with specific barriers to employment (ex-offenders, the homeless, the disabled, those with low literacy levels and those with substance-abuse problems). Seven organizations specifically targeted youth.

DOL grants for grassroots organizations participating in this demonstration ranged from \$20,000 to \$25,000 in 2002 and \$12,000 to \$25,000 in 2003. For intermediary organizations, grants ranged from \$500,000 to \$744,000 in 2002, and \$78,534 to \$500,000 in 2003. Grantees used these funds to deliver a variety of services. Grassroots organizations provided such activities as adult basic education and Graduate Equivalency Diploma (GED) preparation and testing; life skills training; English as a Second Language and literacy classes; mentoring; job-search workshops; computer training; and specific job training as well as other services such as transportation, food, clothing, health care and



counseling. Intermediary organizations provided their sub-awardees with training and support regarding the development of program goals and strategies; grant writing; partnership development; leadership and board development; data collection and evaluation; program records; management accounting systems development; financial reporting; case management; effective practices in the employment and training field; grants management; and the lawful use of government funds—including issues of particular relevance to faith-based organizations.

The next section of this report will review the practices implemented by intermediary and grassroots grantees to facilitate partnerships with the One-Stop Career Centers.



Relationships varied widely between intermediary and grassroots organizations in the DOL-ETA initiative and their local One-Stop Career Centers. The factors that resulted in these variations included the grantees' relationship with the One-Stop Career Center system prior to the DOL grant; the grantees' local visibility and clout; and their capacities to dedicate human, financial and other resources toward developing the collaboration. The receptivity of the One-Stop Career Center to partner with the grantee also played a role in relationship development. The practices used to establish and maintain these relationships were a direct result of these factors.

Intermediary Practices

Intermediary organizations participating in this initiative were charged with subgranting a substantial portion of their DOL award to support the capacity development of local grassroots organizations, thereby increasing the grassroots groups' abilities to develop partnerships with the One-Stop Career Centers. In addition, the intermediary organizations were asked to organize a collaboration between the grassroots organizations and the local One-Stop Career Centers to address the unmet workforce development needs of the community; to expand the number of grassroots faith-based and community organizations and their constituents who participate in the One-Stop Career Center system; and to help ensure the sustainability of the partnerships between these groups and the One-Stop Career Centers beyond the life of the DOL grant.

The organizations funded by DOL to play this intermediary role were selected (by review panels) because of their capacities to carry out these functions. For example, Concurrent Technologies Corporation (CTC) of Columbia, South Carolina, is a multi-million dollar research and development organization with more than 1,300 employees and 35 locations around the country. The United Way of Brevard County, Inc. (UWBC), in Cocoa, Florida, has a very high profile and deep roots in Brevard County. It supports more than 82 local programs and 47 nonprofit agencies, resulting in numerous partnerships with public and private sector organizations across the community. Neither CTC nor UWBC had a prior working relationship with their local workforce development systems. In contrast, Good Samaritan Ministries in Holland, Michigan, has served as

an intermediary for faith-based and community organizations in Ottawa County for more than 35 years and had an existing relationship with the local workforce development board for several years prior to the DOL grant. These and other intermediary grantees used the DOL grant and their own institutional resources to implement a number of strategies to bring grassroots groups into the One-Stop Career Center system.

Conduct Broad Outreach to Underserved Faith-Based and Community Organizations

The intermediary organizations faced some initial and major challenges in attempting to improve access of small grassroots groups to the workforce development system. For instance, many of these groups had not been part of the system, were not known to the intermediaries and needed specific outreach to be made aware of the DOL-ETA initiative and funding opportunities. Several intermediaries worked with the groups known to them to develop extensive databases of organizations that should receive the initiative's Request for Proposal (RFP). The intermediaries found that they needed to ensure that the databases were diverse, both ethnically and geographically. For example, the Institute for Community Inclusion, a grantee at the University of Massachusetts-Boston, developed a statewide database of 400 faith-based and community organizations, 34 One-Stop Career Centers and 16 Workforce Investment Boards to which they distributed information about the grants.



Good Samaritan Ministries
Holland, Michigan



Good Samaritan Ministries
Holland, Michigan

CTC contacted local churches, historically black colleges, and programs for the homeless, mentally and physically disabled to ensure that they were aware of the grant opportunity.

To advertise the initiative, intermediaries made extensive use of the media—including ethnic radio, television and newspapers; community events; and flyers placed in ethnic restaurants and community centers. Good Samaritan Ministries printed the RFP in both English and Spanish to attract Latino organizations.

Provide Support for Grassroots Organizations During the RFP/Grant Application Process

Because many of the grassroots groups—particularly the faith-based organizations—targeted by the intermediaries were not part of the One-Stop Career Center system, a number of them had never applied (or at least not applied successfully) for government funding. Several of the intermediaries in this initiative took great pains to support groups responding to their RFP in order to increase the chances that their applications would be successful. The Appalachian Center for Economic Network/Work-Net Project in Ohio provided substantial support to potential

grantees during the application process. The center held grant-writing seminars and offered extensive information on eligibility requirements. Potential subawardees were allowed to use the organization’s computer technology center to work on their proposals, and the application process was kept as simple as possible. Good Samaritan Ministries provided applicants with an orientation to the workforce development system and facilitated a tour for the groups of the local One-Stop Career Center. The Labor Community Service Agency in San Diego, California, provided a technical assistance hotline for organizations working on grant applications.



Good Samaritan Ministries
Holland, Michigan

Facilitate Ongoing Communication Between Subawardees and the One-Stop Career Centers

Intermediaries learned that they needed to remain actively involved to sustain collaborations that developed between the grassroots organizations they funded and the One-Stop Career Centers. Shortly after they made awards to the grassroots organizations, Hope Community Development Corporation in Charleston, West Virginia, met with the Work 4 West Virginia One-Stop Career Center to review the needs of the subawardees and the populations they served. The Appalachian Center for Economic Networks arranged meetings between subawardees and the One-Stop Career Centers and kept the grassroots organizations informed of Workforce Investment Board (WIB) meetings. The Institute for Community Inclusion in Boston facilitated six full-day workshops during the grant period, which brought together staff including the subawardees, One-Stop Career Centers and WIBs from across the state of Massachusetts to discuss partnership strategies.

Other intermediaries made sure that adequate staff was assigned to support ongoing relationships between the funded grassroots organizations and the One-Stop Career Centers. The United Way of Brevard County, Inc. contracted with the Brevard Workforce Development Board to provide their subawardees with a certified trainer who helped them understand the services offered by the One-Stop Career Centers and provided ongoing communication and assistance. Concurrent Technologies Corporation assigned regional managers in each of the seven Workforce Investment Act regions of South Carolina to facilitate relationships between the subawardees and the One-Stop Career Centers.



Support Service-Delivery Partnerships Between Subawardees and the One-Stop Career Centers

In some instances, intermediaries developed innovative strategies to encourage grassroots organizations and the One-Stop Career Center system to cooperate in delivering services to vulnerable and underserved populations. One strategy was to transport One-Stop Career Center services into communities where these populations lived. The United Way of Brevard County, Inc. worked closely with the Brevard Workforce Development Board to establish 20 “mini-One-Stops” (or mini-career centers) in local grassroots organizations. These mini-One-Stops replicated the professional look and feel of the Brevard County One-Stop Career Centers, but were located in high-poverty areas of the county and in most cases were beyond the geographic reach of the existing One-Stop Career Centers. The United Way of Brevard County, Inc. also contracted with the Brevard Workforce Development Board to provide technical assistance to the grassroots organizations in the operation of a mini-career center and effective use of computer technology to ensure that the computers installed in the mini-career centers communicated properly with the One-Stop Career Centers’ Job Link system. The One-Stop Career Centers often referred customers to the mini-career centers for after-hours GED or English as a Second Language classes, as well as other needs outside the scope of the One-Stop system. The grassroots organizations operating the sites committed their own resources, including staff and volunteers, to help clients with basic job searches and made referrals as needed to the full-service One-Stop Career Centers.





The Appalachian Center for Economic Networks/
Work-Net Project
Athens, Ohio

The United Way of Brevard County, Inc. had all the points of contact from the mini-career centers do a “Job Shadow” day with the job counselors at the One-Stop Career Centers.

The Appalachian Center for Economic Networks found that some people in their service area thought of the One-Stop Career Center as a welfare office and felt there was a stigma attached to going there for services. They worked with the One-Stop Career Center to provide services and trainings at different community locations, such as libraries and recreation centers. A mobile technology center also provided access to clients for whom transportation was an issue. When the Capitol Region Education Council in Hartford, Connecticut, met with staff of the area One-Stop Career Center to facilitate a partnership with their subawardees, the One-Stop staff agreed to train grassroots organizations to perform services that might remove barriers to employment for their clients. These services included online registration for One-Stop services, employment preparation and computer literacy.

The Institute for Community Inclusion used two additional innovative partnership strategies. First, they provided stipends specifically to promote partnerships between One-Stop Career Centers and grassroots organizations. To apply for stipends, the grassroots organizations and their area One-Stop Career Center had to propose a plan for working together to help underserved individuals achieve their employment goals. Funding was open to grassroots organizations and One-Stop Career Centers across Massachusetts, in addition to grassroots organizations participating in the

DOL-ETA demonstration. Stipends could be used for training expenses such as transportation, uniforms and equipment. Second, they worked with grassroots organizations and One-Stop Career Center staff to redesign One-Stop workforce materials to be more culturally relevant to the communities being served.

Provide Other Capacity-Building Support for Subawardees

Intermediaries used a number of strategies to provide a wide variety of technical assistance and other supports to their grassroots grantees in the areas of program and board development and operations; data collection and record keeping; staff training; and overall program monitoring. This technical assistance was offered in an attempt to build the capacities of these organizations to operate as partners in the local Workforce Investment Board and One-Stop Career Center system. For example, Good Samaritan Ministries assigned “Organizational Development Specialists” to help assess and coordinate the technical assistance needs of their subawardees. Training sessions were generally held quarterly, although groups could request specific help at any time. Concurrent Technologies Corporation facilitated meetings between subawardees and area funders to support their sustainability, and provided them with hard copy and online resource and training materials. The United Way of Brevard County, Inc. provided each subawardee with a monthly stipend to support the operation of their mini-career center. The subawardees were also required to attend at least four training sessions during the grant period.

Intermediaries delivered technical assistance to subawardees both individually and in groups, and attendance at group sessions was encouraged. Group trainings were used as opportunities for the grassroots groups to share information and resources and form alliances that could work toward improving access to the One-Stop Career Centers.



Straight Ahead Ministries
Boston, Massachusetts

Include One-Stop Career Centers in Initial Design of Employability Programming

A few grassroots grantees included the local One-Stop Career Center early in the development of new employability programming—these groups generally had an existing relationship with the One-Stop Career Center. This was the case with the American Computer Foundation (ACF) in Waltham, Massachusetts. ACF opened the Charles River Public Internet Center (CRPIC) in 1999 in response to heavy job losses in the information technology (IT) field in its state. The CRPIC provides high-level IT training for unemployed and underemployed technology professionals. ACF built on its existing but “loose” relationship with the local One-Stop Career Center, the Employment and Training Resources and Career Center (ETRCC), by inviting members of the One-Stop Career Center staff to participate in the design and creation of the CRPIC program. ETRCC provided valuable data on the needs of the IT market and helped to identify the target population and the types of services the CRPIC program should provide. ACF and ETRCC also worked together on the application for the DOL-ETA grant. This partnership continued through program implementation. ACF-CRPIC provided constituents with technical training, while ETRCC provided job-search assistance.

Grassroots Practices

The grassroots organizations funded in the DOL-ETA demonstration were charged with developing partnerships with local One-Stop Career Centers, increasing their constituents’ access to workforce development services and work with other local partners to strengthen the local One-Stop Career Center system. These grassroots organizations are a varied group in terms of their missions and constituencies, the services they provide, and the size and scope of their activities. Some are highly visible, well-established and connected organizations; however, many are small agencies—most have annual budgets under \$200,000—with small staffs. A number of them depend on volunteers to help deliver services. While some had relationships with their local One-Stop Career Centers prior to the demonstration, others were new to the workforce development system. These factors influenced the practices these groups developed to establish or strengthen connections to the workforce development system.



Exodus Transitional Community, Inc.
Harlem, New York



Christian Workplace Mentoring Ministry
Springfield, Ohio

Establish Formal Memoranda of Understanding with the One-Stop Career Centers

While several grassroots grantees and One-Stop Career Centers worked together informally during the demonstration, it appeared that some of the more productive partnerships were those that had been formalized with a Memorandum of Understanding (MOU). Both Christian Workplace Mentoring Ministry in Springfield, Ohio, and Camp Verde Adult Reading Program (CVARP) in Camp Verde, Arizona, established MOUs with the One-Stop Career Centers in their communities. Both organizations had long-standing relationships with their local One-Stop Career Centers, and this process seemed to enhance their programs significantly.

The Christian Workplace Mentoring Ministry operates a program called Jobs & More which provides employability training, mentoring and other social supports for the unemployed and underemployed. The program is well known in Springfield, and the executive director is recognized as a very effective networker. To strengthen its role in the local workforce development system, Christian Workplace Mentoring Ministry signed a MOU with WorkPlus, the local One-Stop Career Center. As a result, Christian Workplace Mentoring Ministry staff sat on the WorkPlus Partner Council and its supporting committees. They attended weekly and monthly meetings with other partners to share information about jobs, and participated in joint problem solving and the exchange of other information. Jobs & More constituents were referred to the WorkPlus resource room for employment assistance, and received such

job-related services as child-care, transportation and housing assistance from other members of the Partner Council. WorkPlus referred clients to Jobs & More for soft-skills training, mentoring and retention services.

Camp Verde Adult Reading Program's (CVARP) main mission is to provide literacy and life skills for adults in the Verde Valley who have low reading levels. CVARP has a very small annual budget (\$77,000) and no full-time staff. They rely mainly on volunteers for service delivery. At the same time, it is a highly visible organization in the literacy field, and has received local and national recognition for its work. CVARP signed a MOU with its local One-Stop Career Center, the Yavapai Workforce Connection. Yavapai is a comprehensive One-Stop Career Center, and CVARP is one of 18 participating partners. All partners receive training in the use of One-Stop Career Center services and work together to support one another's programs. CVARP participants were referred to the One-Stop Career Center for a variety of employability services, such as mock interviews, skills training, and job fairs. They were also eligible for social services provided by One-Stop Career Center partners. In return, the One-Stop Career Center referred clients to CVARP for literacy services. Most important, one of CVARP's two literacy labs is located at the Yavapai One-Stop Career Center, which made the partnership even more productive.

Co-Locate Staff at the One-Stop Career Center

Some grassroots organizations arranged for their staff to co-locate at the One-Stop Career Center in order to facilitate a strong partnership and enhance service to their participants. This strategy was used by the Workers Initiative Network (WIN) of Covington, Louisiana, a small grassroots organization that aims to better connect its constituents with education and job-training programs, thereby improving their employability. The program operates out of rented space in a local church, and has one fax machine and one computer. The population served by WIN includes ex-offenders, people who are disabled and those with very low literacy and education levels. WIN provided participants with a program that emphasized teamwork and life skills, and a work-readiness program that focused on appropriate job behaviors. Participants were referred to the local One-Stop Career Center for vocational training and job-search assistance, including a job club, case management and the use of the One-Stop Career Center's computer lab. The program's community-resource specialist has designated office space at the One-Stop Career Center to ensure that participants receive appropriate services.



Bridge to Hope Ministries
Bend, Oregon

Use Volunteers to Increase Staff Capacity

As previously mentioned, many of the grassroots grantees in the demonstration are relatively small organizations with limited staffs and budgets. Efforts to adequately serve their constituents and strengthen their capacities to participate in the local workforce development system often mean supplementing their staff resources. Several of these groups use volunteers to help them work toward these goals.

Bridge to Hope Ministries' Re-Entry Program (Bridge to Hope) in Bend, Oregon, helps women to transition from prison back into society. It provides women with housing, food, and health and employment services. In 2002, Bridge to Hope was located in the local One-Stop Career Center, but it secured its own space in 2003. Its annual budget is approximately \$35,000. While participating in the DOL-ETA demonstration, the executive director did not charge her time to the DOL grant and the program coordinator worked part-time. Staff estimated that they had approximately 60 volunteers working with the program to provide transportation, mentoring and tutoring services and to refer participants to the One-Stop Career Center for training.

Many of the volunteers are former program participants and also ex-offender women. An example of the effectiveness of the program and its use of program participants as volunteers is how often a woman is able to walk into the program for the first time in the morning and receive assistance putting together a résumé, and then by that very afternoon, assist another in developing her résumé.

Project Now, a program of the Cornerstone Assembly of God in Hampton, Virginia, provides low-income people with support services, such as housing, health and food assistance, as well as education and employment services. The program's entire budget for 2003 was the \$25,000 DOL grant. Project Now has an unpaid staff of two—the project director and the pastor of Cornerstone Assembly of God. They enhanced their staff with four full-time VISTA (Volunteers in Service to America) volunteers who provide case management services, deliver GED preparation and pre-employment services, and make referrals to the One-Stop Career Center for needed support services.

For 22 years, the Chinese Culture and Community Service Center (CCACC) in Gaithersburg, Maryland, has offered health, social service, education, English as a Second Language and cultural programs for Chinese-American seniors, teens and youth.

Participation in the DOL demonstration program has allowed the organization to expand its services to include employment- and career-related programming. CCACC worked with the two local Montgomery Works One-Stop Career Centers to offer its constituents job-search assistance services. While CCACC had a relatively sizeable annual budget compared with other grassroots grantees (\$300,000), the organization had no full-time staff and relied 100 percent on volunteer labor to operate the more than 32 different programs. Volunteers were generally from the target community and fluent in Chinese.



Appalachian Center for Economic Networks / Work-Net Project
Athens, Ohio

Develop Local Partnerships to Expand Capacity

Almost all of the grassroots organizations in the initiative had either formal or informal partnerships with other local organizations to expand the types of services they could provide. Some organizations developed extensive networks specifically to strengthen their workforce development resources. Organizations like Camp Verde Adult Reading Program and Christian Workplace Mentoring Ministry (Jobs & More), which became official partners with their local workforce system through formal MOUs, gained access to broad networks of work-related supports for their constituents. Another example of this kind of network building can be found in Bridge to Hope Ministries, also previously discussed. The executive director of Bridge to Hope brought together 40 agencies (including the Oregon Employment Department, the local One-Stop Career Center, Oregon Department of Social Services and Central Oregon Community Action Agency) to provide job-related and transitional services for Bridge to Hope's target group: women returning to society from prison. She developed a MOU that facilitated information sharing and service provision among these groups.

The experiences described above indicate that intermediary and grassroots organizations—both faith-based and community-based—can develop useful strategies for partnering with local One-Stop Centers and improve the delivery of workforce development services to needy populations. Intermediary grantees in this demonstration used their organizational resources, reputations and community relationships to bring grassroots groups and the One-Stop Career Centers to the same table, and in some cases helped to foster new and innovative service-delivery partnerships. Some grassroots organizations were able to use their own clout to develop effective partnerships with the One-Stop Career Centers; others, especially those with limited resources or experience, depended on volunteers and networking to help increase their capacities to participate in the local workforce development system.

Some demonstration grantees did not have positive experiences while attempting to partner with One-Stop Career Centers. Grassroots organizations serving specific target groups often found it difficult to develop effective partnerships with their local One-Stop Career Centers. For example, organizations serving immigrant groups (Haitians, Chinese, etc.) found that the One-Stop Career Centers consistently did not have the established infrastructure to provide timely services. Two organizations in the demonstration that targeted high-risk youth discovered that their local One-Stop Career Centers did not have pre-employment and training services appropriate for young people. One organization that worked with female ex-offenders experienced some challenges in connecting its clients to the services offered at the local One-Stop Career Center. In this instance, however, it was not the One-Stop Career Center's services per se, but the feeling on the part of these ex-offenders that the One-Stop Career Center, as an agency, was intimidating to them.



One-Stop Career Center System
Washington, D.C.



Good Samaritan Ministries
Holland, Michigan

They reported feeling that the One-Stop Career Center was too “institutional” and difficult to navigate in comparison to services they were used to receiving from their grassroots program. To address this issue, however, the grassroots organization worked with the One-Stop Career Center and ultimately arranged to house one of its staff at the One-Stop Career Center to be on hand to serve these clients. Still another group that served farm workers had trouble getting the One-Stop Career Center to open during the evening hours, when their participants could attend.

Several grassroots organizations in rural areas indicated that transportation was a problem for them and their clients—the One-Stop Career Center was just too far away for a partnership to be viable. Others reported that the One-Stop Career Centers did not seem to want to serve their clients or had the capacity to serve only a limited number.

Three additional issues seem to cut across the demonstration sites. First, many sites experienced difficulty tracking participants. Once clients were referred to the One-Stop Career Centers, their “home” organizations often lost track of them and had no way of knowing what services they received or whether they found jobs. While the One-Stop Career Centers had tracking systems, only a few grassroots organizations were given access to that kind of information. The second issue is that few grantees were able to establish relationships with their local WIBs. Some grassroots organizations felt that the WIBs did not welcome their

participation and that this limited the possibility of a truly accessible workforce development system. In particular, this meant that the leaders from these organizations were not always able to contribute their experiences to the policy-making that takes place in WIB committees and subcommittees. Finally, many organizations indicated that they did not have enough time to solidify their relationships with the One-Stop Career Centers, since they were funded for only one or two years.

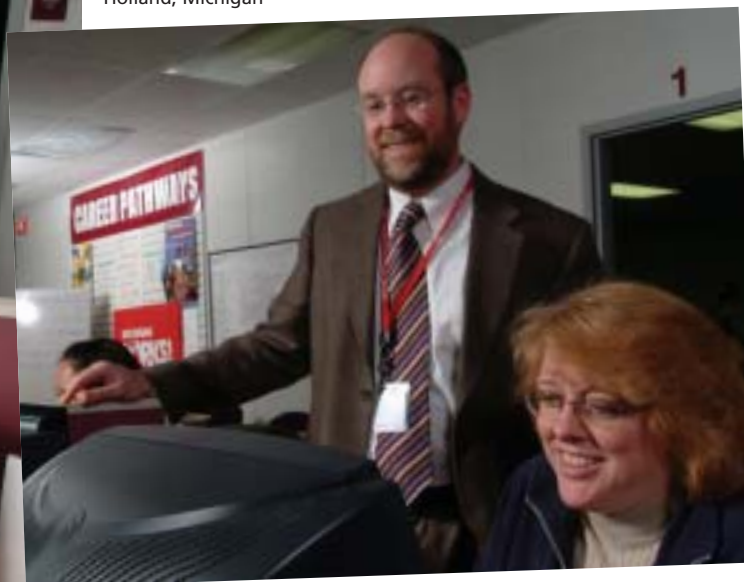


One-Stop Career
Center System
Washington, D.C.

CONCLUSIONS AND IMPLICATIONS FOR THE NATIONAL WORKFORCE DEVELOPMENT SYSTEM



Good Samaritan Ministries
Holland, Michigan



that can be replicated by other localities looking for strategies to help make their One-Stop Career Center systems more accessible.

Grantees from 2002–2003 also indicate that work still needs to be done to make grassroots organizations full partners with local One-Stop Career Centers. According to grantees, effective practices must still be developed in the following areas: serving the needs of special populations such as immigrants and ex-offenders, developing tracking systems that allow grassroots organizations and One-Stop Career Centers to share participants' information, and bringing grassroots organizations onto local Workforce Investment Boards.

DOL-ETA recently funded 57 grassroots organizations and four intermediaries to continue testing strategies for partnering with One-Stop Career Center systems. Nine of the grassroots groups and all four intermediaries are 2003 grantees that have been funded for a second year. This 2004 investment is more than \$1.6 million. In the 2004 program year, WIBs are also being funded in the amount of \$5.8 million to help integrate grassroots organizations into the workforce delivery system. These 2004 grants make DOL's total investment in this initiative more than \$17.6 million over three years.

The Department of Labor has made a major investment in integrating faith-based and community organizations into the nation's One-Stop Career Center system. This investment is a critical one, because these organizations usually have access to the people who are most in need of employment and training services. The experiences of grantees in 2002–2003 indicate that the investment is beginning to pay off. Many small faith-based and community organizations are being brought into the One-Stop Career Center system for the first time. Practices have been developed such as creating mini-One-Stop Career Centers in underserved communities, locating grassroots agency staff in One-Stop Career Centers to better serve needy constituents, and developing networks and partnerships to increase the service-delivery capacity of local organizations. Even more important, these practices can serve as models

Appendix A

FOURTEEN CASE STUDIES OF U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION

Intermediary and Grassroots Grantees

Note: Information for the case studies included in Appendix A was collected through telephone and on-site interviews and through the review of documents provided by the grantees and the Department of Labor. In some cases, final information on program accomplishment was not available for organizations funded in the 2003–2004 program year.



No. 1

United Way of Brevard County, Inc.
937 Dixon Boulevard, Cocoa, FL 32922
Phone: (321) 631-2740

Background and Purpose: The United Way of Brevard County, Inc. (UWBC) was founded in 1957 to assist in the development and/or expansion of human-service programs; foster cooperation among local, state and national agencies that serve the community; and obtain and receive financial resources needed to meet, serve and support the community's needs, as well as to deploy this support and maximize the resources available to serve these needs in accordance with the wishes of the donors. In essence, the UWBC aims to mobilize the "caring power" of the Brevard County community.

Organizational Scope and Program Priorities:

In 2003, UWBC had a budget of \$5.15 million and supported 82 local programs in 47 nonprofit agencies. Program priorities included responding to basic community needs, nurturing children and youth, assisting individuals with disabilities, encouraging health and wellness, fostering independence for seniors, strengthening families, providing job-support services, and securing venture grants for targeted organizations. UWBC has a very high local profile and extensive partnerships with all sectors of the community.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In 2002, UWBC received a \$500,000 grant from the Employment and Training Administration (ETA) to help connect small faith-based and community organizations with the Brevard Workforce Investment Board and One-Stop Career Centers, also known as Job Link Career Centers. The grant was renewed in 2003 for \$100,000. Historically, this Workforce Investment Board did not have strong relationships with grassroots faith-based and community organizations that serve some of the highest-poverty areas in Brevard County. Prior to 2002, the Workforce Investment Board issued a

Request for Proposal aimed at attracting these groups, but few responded. They also positioned computer terminals in schools, colleges and libraries to increase use of the Brevard Job Link Centers and its services. However, this strategy failed to attract potential clients who did not have adequate computer skills or were not comfortable looking for employment assistance in educational institutions.

Despite the Brevard Workforce Development Board's efforts, the faith-based and community organizations in Brevard County that served needy populations were not aware of the Job Link Centers and therefore did not refer clients for available services. Additionally, while UWBC had experience working with and subgranting to nonreligious community-based organizations, it did not have strong connections with small, local faith-based groups. Both UWBC and the Workforce Investment Board realized that it would take special outreach efforts to reach, attract and encourage small county organizations, especially faith-based groups, to use the services provided by the Job Link Career Centers. In April 2002, when the U.S. Department of Labor began soliciting proposals from organizations to act as intermediaries between local Workforce Investment Boards/One-Stop Career Centers and grassroots, faith-based and community-based organizations, UWBC worked with the Workforce Board to convene an advisory group. The group included representatives from local organizations, as well as the executive director of a coalition of small churches and a consultant with extensive workforce development experience. Their proposal laid out an outreach process in which small faith-based and community groups across Brevard County would be funded to become "Brevard Job Link Mini-Career Centers," or community-based "access points" that would offer computer-assisted connection to the main Brevard County Job Link system, as well as direct client assistance for all Brevard Workforce

Investment Board services. The main goal of the project was to increase the number of faith-based and community organizations participating in the One-Stop Career Center system and the number of individuals receiving these services.

Promising Practice: In 2002–2003, after extensive outreach to small faith-based and community organizations in the community, UWBC held a grant competition and through a review panel funded 20 faith-based and community organizations to operate “mini-career centers” in their communities. The UWBC selected organizations that had demonstrated an ability to operate successful programs and impact economically challenged neighborhoods. Each subawardee was paid \$1,200 a month in 2002 and \$350 a month in 2003 to cover the operational costs of a career center. The UWBC also provided each center with a resource library, workstation, computers with connections to the Brevard Job Link system (a high-speed Internet hookup) and maintenance for equipment.

Subawardees were required to set aside adequate space for the center facility and provide core workforce development services for at least sixteen hours a week, including help with accessing Web-based job listings, and using Web-based tutorials in résumé writing and employability skills. Each center was also required to have a formal contact person to handle program operations and at least one partner organization that would refer clients to the center. Most sites also supplemented their staff and services by using volunteers, many of whom were members of local congregations or had themselves received help at the career centers. Volunteers taught classes, offered services such as transportation and child care, and helped with outreach activities.

The UWBC hired a project manager to coordinate activities and communications between its organization, Brevard Job Link staff and the subawardees. It also contracted with the Brevard Workforce Investment Board for a part-time experienced staff person to train subawardees in how to use the One-Stop Career system’s services and computer technology, and to be a personal contact at the Brevard Job Link office. To facilitate use of the mini career centers, locations and hours of operation were posted on the Brevard Job Link Website, and Job Link staff often referred welfare-to-work participants to the mini centers in their neighborhoods.

Critical to the early operation of the mini career centers was the individual and group technical assistance provided by both UWBC and the Workforce Investment Board. They offered topics such as financial and grants management, accounting, invoicing, documentation and reporting;

compliance with government regulations for spending public funds; computer/online usage; resource development and grant writing; case management and human-services delivery; program documentation and record-keeping; contract negotiation and compliance; developing outcomes measures; collaboration and sustainability planning; board development; and applying for 501(c)(3) status.

Project Accomplishments: All parties involved believed that UWBC’s collaboration with the Brevard Workforce Investment Board helped to make employment and career-development services more accessible throughout the county. Of the original 20 faith-based and community organizations and their 20 local partners that began participating in the project in 2002, only three had previous relationships with the Job Link system. While definitive data about the number of people served by the Brevard mini-career centers was not available, program data for 2002–2003, indicated that approximately 2,500 clients received core job-search services from the mini-career centers and 204 clients voluntarily reported job placements during that year.

Challenges: Some subawardees had very limited computer knowledge and, in some cases, lacked access to high-speed Internet technology. (Often Internet service providers do not want to serve economically distressed areas.) This has meant extensive training in basic computer use for program staff and, at times, difficulty keeping some sites connected to the Internet. Also, the deep funding cuts in year two meant that two centers could not continue operations and others had to cut services. Finally, getting data from the One-Stop Career Center system to document employment outcomes became a challenge for grantees.

Sustainability: Despite substantial cutbacks in DOL-ETA funding for this project, eighteen of the original subawardees and their partners still remain connected to the project, conducting additional fundraising and using their own resources to continue operating the mini-career centers. These organizations credit the technical assistance they received from UWBC and the Brevard Workforce Development Board for helping them to build their capacities to better utilize the One-Stop Career Center system to serve their constituents.

No. 2

Concurrent Technologies Corporation 1233 Washington Street, Suite 1000, Columbia, SC 29201 Phone: (800) 846-6001

Background and Purpose: The Concurrent Technologies Corporation (CTC) was established in 1985 as an independent, nonprofit, applied research and development organization that provides management and technology-based solutions to a wide array of clients in State and Federal government and the private sector.

Organizational Scope and Program Priorities:

CTC is headquartered in Ann Arbor, Michigan, with offices in 35 locations around the country and 1,300 employees; it has annual revenues of approximately \$200 million. Primarily, CTC products and services are used in the telecommunications, military, medical, aerospace, transportation and industrial markets. However, working with grassroots organizations is an integral part of CTC's regional-development work, which is the focus of the Columbia, South Carolina office where the DOL-ETA effort is operated. CTC serves on the South Carolina State Workforce Investment Board and the South Carolina Advisory Board for Faith-Based and Community Initiatives.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In 2002, CTC was awarded \$600,000 in Employment and Training Administration (ETA) funding. This funding was used to help build the capacity of grassroots faith-based and community organizations in eastern South Carolina and coastal Georgia to aid them in accessing the resources of the Workforce Investment Boards and One-Stop Career Centers. The grant was renewed in 2003 for \$78,500.

After implementation of the Workforce Investment Act (WIA) in 1998, many grassroots groups in eastern South Carolina and coastal Georgia had not been successful in securing federal funding or accessing services of the

workforce development system on behalf of their clients. To remedy this situation, the CTC initiative aimed to work with local Workforce Investment Boards to identify gaps in their service delivery; conduct a public outreach campaign targeted to grassroots groups; and identify and evaluate potential subaward recipients and provide them with technical assistance. The overall goals of the effort were to increase the number of faith-based and community organizations participating in the One-Stop Career Center system, increase the number of individuals from these organizations who participate in the system, increase the accessibility of One-Stop Career Center services, and support the sustainability of the grassroots groups so they can maintain their connection to the workforce development system when the grant period ends. In 2002, CTC allocated \$200,000 to make grants of \$3,000 to \$13,000 to 27 grassroots faith-based and community groups. These organizations were located in seven workforce development system regions covering 35 counties across South Carolina and Georgia. In 2003, two groups received follow-up grants of \$5,000 each.

Promising Practice: CTC used a variety of methods to assure that a wide range of small, grassroots organizations would be identified for participation in this effort, including contacting local faith-based and community organizations, historically black colleges, programs for the homeless, disabled and mentally ill, notifying local media, and making public-service announcements. A database was developed and notices were sent to all identified groups. CTC received 80 grant applications and awarded grants based on organizations' target populations (at-risk youth; disabled, unemployed or underemployed adults; or ex-offenders) and the employment needs in their service areas.

CTC assigned regional managers to each of the seven Workforce Investment Act regions to facilitate relationships between the grassroots groups, WIBs, and the One-Stop Career Centers. Before programs began, the regional managers organized meetings in the selected local areas among all parties, each of whom took part in making decisions about the level of services to be provided through each subawardee. CTC also required each subawardee organization to identify its technical assistance needs so that individual hands-on technical assistance strategies could be developed and implemented. CTC and its technical assistance providers delivered support in the following areas to participating organizations: financial and grants management and record-keeping (including the use of federal funds); program design and strategic planning; marketing, outreach and partnership development; grant writing; board development; volunteer recruitment and training; leadership training; and assistance establishing 501(c)(3) status. CTC also facilitated meetings between subawardees and area funders, provided access to additional hard-copy and online resources and training materials, and monitored subawardees' programs and financial status on a monthly basis.

Project Accomplishments: Of the 27 subawardees participating in the project, twelve currently maintain strong partnerships with the One-Stop Career Centers in their areas, with services ranging from providing transportation to these centers to delivering job-search services in partnership with them. CTC assisted one subawardee with securing computer equipment, software and technical support to be used to provide employment services in its community center. Through this DOL-ETA grant, another group located in a remote location was able to secure an Internet connection via satellite allowing CTC to expand its workforce development services to that area. Several participating organizations used the fundraising skills developed through CTC technical assistance to generate additional public- and private-sector funds, and to improve their employment and training offerings.

Challenges: Many CTC subawardees lacked the necessary administrative capacity and internal systems, as well as knowledge and resources, for partnering with outside organizations, including the government. Communication barriers, such as no email or voice-mail service, were common. Intensive, hands-on technical assistance was needed to try to bring these groups up to speed. Also, because these groups were underfunded prior to the DOL grant, resources available through this initiative could not address all of their needs.

Sustainability: CTC is considering strategies for continuing to deliver support to grassroots groups, including charging registration fees and obtaining sponsorships.

No. 3

Good Samaritan Ministries

513 East 8th Street, Suite 25, Holland, MI 49423

Phone: (616) 392-7159

Background and Purpose: Good Samaritan Ministries (GSM) has served as an intermediary for faith-based and community organizations for more than 35 years. GSM impacts its community by: (1) partnering with a variety of local stakeholders (i.e., municipal, religious, civic and human service) to administer programs that help individuals move from dependence to independence; and (2) providing training and technical assistance to grassroots social service providers (i.e., faith-based and community organizations) to increase their organizational capacity.

Organizational Scope and Program Priorities:

GSM's work is organized around four "pillars": linking, or acting as a clearinghouse for information and referral services that respond to the immediate needs of individuals and families; equipping, or providing a variety of services to faith-based and community organizations, including organizational development coaching, mentor training, program-development assistance, volunteer management and fundraising support; building, or bringing organizations together for mutual support and coordinated planning of community programs; and impacting, or working with local churches, government agencies and service organizations to address needs in the community. GSM has 12 full-time and three part-time staff; its current annual budget is \$1.2 million. Each year, GSM holds a conference for grassroots service delivery organizations to highlight best practices, with approximately 4,000 attendees.

Relationship with the U.S. Department of

Labor/One-Stop Career Center: In 2003, GSM was awarded \$493,777 in Employment and Training Administration (ETA) funding to partner with the local Workforce Investment Board and area grassroots organizations to create a new initiative called Neighborhood

Alliance Employment Services. GSM has had a working relationship with the local Workforce Investment Board since 1996, and the One-Stop Career Center is only a few miles away from where most GSM constituents live. The initiative's goal is to help individuals in underserved communities overcome barriers to employment. In implementing this work, GSM created partnerships with front-line community stakeholders. In Holland, Michigan, that meant working with faith-based and community organizations that have provided these services for years. Fourteen faith-based and community organizations were selected through a grant competition to participate in the Neighborhood Alliance, which was designed specifically to help these groups improve their connections to the One-Stop Career Center and employment services to their constituents. The organizations that received grants were to provide specific services including pre- and post-placement employment counseling, personal coaching and mentoring, financial counseling, immigration assistance, English-language instruction, and adult basic skills, and GED classes. Individual organization grants ranged from \$5,000 to \$25,000; a total of \$250,000 was disbursed.

Promising Practice: Key goals for GSM were to assure that (1) notification of DOL-ETA grant dollars was widely distributed through the community; (2) grassroots organizations received adequate support in applying for funding; and (3) the project would be managed properly. On receipt of grant monies from DOL, GSM hired three staff members to support the Neighborhood Alliance initiative: a half-time project manager to oversee day-to-day operations, a full-time grants manager to assure that grant monies were spent in accordance with initiative goals, and a full-time "Organizational Development Specialist" to support the grassroots groups in program and partnership development.

Announcements about the availability of funding were placed in local newspapers, and two public meetings were held (one in the morning and one in the afternoon) at central locations in the community to give organizations firsthand information about the grants and the application process. Some 50 organizations attended these public meetings. GSM sent two mailings to its database of faith-based and community groups, and called and visited local pastors and other community leaders to encourage meeting attendance. In an effort to make special outreach to the Latino community, GSM printed mailings in English and Spanish, and translators were present at the public meetings. GSM reduced the application for funding to seven pages so it could be completed easily. The grants manager and Organizational Development Specialist were available to provide groups with technical assistance during the application process.

Eighty-seven percent of applicants took advantage of the assistance. One-Stop Career Center staff also provided technical assistance during the application process, and center representatives attended each public meeting. GSM held training sessions for potential grantees at the One-Stop Career Center that included topics such as how to complete the Request for Proposal (RFP) and a history of the Workforce Investment Act and the One-Stop Career Center system. One-Stop Career Center staff also conducted a tour of their facility for potential subawardees.

A total of 31 groups applied for participation in the Neighborhood Alliance initiative. A panel consisting of GSM and WIB staff, along with staff from the local community foundation, reviewed proposals and made recommendations to the GSM board of directors, with the board selecting the 14 subawardees. Once grants were made, GSM surveyed subawardees and asked them to prioritize their technical-assistance needs. An Organizational Development Specialist coordinated technical assistance to subawardees in the following areas: program design and evaluation; board and leadership development; data collection; programmatic and financial reporting; volunteer training and management; case management; financial systems and management, including grant writing and management; strategic and sustainability planning; partnership development; and using government funds. GSM held the training sessions on a quarterly basis, although they provided individual support to subawardees as needed. Subawardees were encouraged to participate in joint training sessions to help facilitate relationships and partnerships that would last beyond the life of the grant.

GSM developed monthly programmatic and financial data-collection forms to aid subawardees in data collection

and the overall program-evaluation process. One-on-one coaching in the use of the forms was also made available to each group. Another key component of GSM's technical assistance to subawardees was its mentoring model. GSM staff trained volunteers at each subawardee organization to mentor individuals and families that were homeless and in need of employment assistance. Volunteer mentors were given instruction on cultural sensitivity awareness, problem-solving strategies, active listening tactics and team-building approaches. Mentors also completed a seminar that addressed the "nature of poverty."

The One-Stop Career Center provided space for GSM meetings with subawardees and gave GSM and its subawardees information on employment trends. Subawardees made referrals to the One-Stop Career Centers for job training and placement support.

Project Accomplishments: By the end of the grant period, GSM and the One-Stop Career Center were meeting monthly to continue developing their own relationship and also their relationship with area faith-based and community organizations. In fact, the One-Stop Career Center funded one of GSM's subawardees.

Currently, all subawardees can access GSM's clearing-house of support materials free of charge to help them with program operations issues. Several groups have been able to expand their program offerings in an effort to reduce barriers to employment by providing childcare, GED classes, and English as a Second Language classes for the growing Latino community. Discussions are underway to add domestic violence, clothing and transportation services at some sites.

Challenges: Bridging the cultures of faith-based organizations, other small grassroots organizations and the government took a great deal of GSM's time and organizational resources, some of which were not always covered by the DOL grant. GSM reported that the One-Stop Career Centers did not yet have a thorough appreciation for the role that faith-based and community groups can play in the Workforce Investment Board/One-Stop Career Center system, and many faith-based groups did not have the administrative capacity needed to partner with the government or have knowledge of how the government operates.

Finally, GSM, the One-Stop Career Center, and the subawardees were frustrated with their inability to create partnerships with businesses that wanted to hire trained workers.

Sustainability: GSM received a DOL grant of \$100,000 for the 2004 program year to continue this program.

No. 4

American Computer Foundation
P.O. Box 540589, Waltham, MA 02454
Phone: (781) 891-9559

Background and Purpose: The American Computer Foundation (ACF) has its roots in the Boston Computer Society (BCS), which was, for many years, the largest and most influential membership organization of personal-computer users in the world. After BCS closed its doors in 1996, former directors of the organization started ACF in 1999 to continue the BCS commitment to public service. ACF's main goal is to help narrow the dramatic and growing gaps in computer knowledge, access and literacy in American society. To this end, ACF offers free public access to computers and the Internet and provides underserved residents with affordable computer training.

Organizational Scope and Program Priorities:

The goals of ACF are to attract and distribute funds to develop programs that bridge the digital divide; collaborate with public and private sources to leverage support for initiatives that address this issue; and provide funding to develop strategies for evaluating community technology programs. ACF provides services in the Charles River Public Internet Center (CRPIC), an old, 10,000-square-foot renovated mill. It has three full-time staff, and uses 10–20 volunteers to monitor the computer lab, tutor clients and conduct training. ACF's current annual budget is \$325,000.

Computer training classes are available to the general public, including senior citizens, at-risk youth, employees of nonprofit organizations and information technology (IT) professionals. Many participants have low to moderate incomes, lack access to computers, may be transitioning from welfare to work, have substance-abuse issues, or are unemployed or underemployed.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In 2003, ACF received a U.S. Department of Labor-Employment and Training Administration (DOL-ETA) grant for \$25,000 for the CRPIC. The funding was to be used to provide 20 participants with high-level IT training free of charge, helping them to build skills and increase their employability. The CRPIC initiative targeted under- and unemployed IT professionals in the Waltham region who had been affected by heavy job losses in the industry; many participants had college degrees and were considered professionals in the IT field. The program's population was racially and ethnically diverse, and slightly more than 50 percent of participants were male. As part of the project, participants received job search assistance at the local One-Stop Career Center, the metro-southwest Employment and Training Resources Center. Both ACF and the One-Stop Career Center worked together to apply for the DOL grant. Prior to the grant, ACF and CRPIC had a very limited relationship with the One-Stop Career Center, which had not been able to be responsive to IT professionals in the past and considered the partnership with CRPIC a great resource.

Promising Practice: Planning between CRPIC and the One-Stop Career Center for the IT initiative began one week after the DOL grant was made. Staff from both organizations met to make sure there was a common understanding of project requirements. The IT project director at CRPIC also met with an IT professional group to make sure the project had a solid understanding of constituents' needs. The CRPIC and the One-Stop Career Center staff also worked together to develop recruitment strategies, program-orientation materials, and curriculum certifications from appropriate public and private sector agencies.

While the two agencies did not sign a Memorandum of Understanding (MOU), they agreed that CRPIC would refer participants to the One-Stop Career Center for job-search assistance and employer contacts, and the One-Stop Career Center would refer its clients to CRPIC for computer training.

CRPIC offered participants a five-day software-development program. At the end of the course, participants were given certificates of completion. The One-Stop Career Center provided participants with job-search workshops that focused on activities such as interviewing strategies, cover letters, résumé development/critiques, electronic résumés, Internet job searches and other employment-related topics. One-Stop Career Center staff worked with participants to help them access Internet job banks and bulletin boards. Participants were also eligible for a six-week “Connections” group, which focused on putting new job-search skills into practice. One-Stop Career Center Staff also worked with job seekers to prepare them for specific job interviews, debrief them afterward and provide post-employment follow-up to monitor their success.

Program Accomplishments: All 20 participants completed the IT course during fall 2003. Of those, eleven also attended classes at the One-Stop Career Center. Ten of the 20 participants found employment and one found an internship to become a teacher.

Challenges: Often CRPIC was unable to connect with employers that needed workers to fill positions. Even with improved skills, program participants found it difficult to find the jobs they wanted.

The paperwork associated with initial program intake was a burden to both the One-Stop Career Center and CRPIC. The One-Stop Career Center believed it incurred disproportionate program expenses as a result of participating

in the IT initiative, in which it was responsible for providing labor-intensive case-management services to program participants from the time they entered the program until they found jobs. CRPIC was responsible for participants only until they completed a week of IT training.

CRPIC staff stated that the One-Stop Career Center staff did not know the technology job market very well and were often not able to provide significant help to program participants. Finally, post-program tracking was difficult, since participants often did not keep in contact with the program once they found employment.

Sustainability: The ACF-CRPIC IT initiative received a grant of \$11,990 from DOL to support program operations during 2004. Participants pay a nominal registration fee of \$25. In addition, CRPIC and the One-Stop Career Center are applying to DOL for grant monies to create a new program called “Seats in Training for Success.” This program will focus on gaining access to the empty seats that often exist at local employers’ training sessions and placing individuals in them so they can learn new skills.

No. 5



Brand New Beginnings, Inc.
103-115 East 58th Street, Chicago, IL 60637
Phone: (773) 955-5780

Background and Purpose: Brand New Beginnings, Inc. (BNB) was founded in 1991 by the Chicago Coalition on Homelessness. BNB is a nonprofit community-development organization that provides affordable, safe housing for homeless women and their children and supports them in regaining self-sufficiency. The organization operates a residential building in the Washington Park community (on the south side of Chicago), where many of its clients live. BNB supports residents in making the transition from homelessness and/or welfare to work.

Organizational Scope and Program Priorities:

BNB has an annual budget of \$265,000 and five full-time staff. It has developed a supportive services model that is used in its housing development program to provide comprehensive support to residents and others in the surrounding community. Participants are mostly low-income African-American women ranging from 20 to 50 years of age, many with a history of substance abuse. Services provided include job readiness; placement and follow-up; life-skills workshops; drug counseling and other social supports; and home-ownership counseling. Services are provided on the bottom floor of the BNB residential building, which includes a computer lab.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In 2003, BNB received a grant of \$24,757 in U.S. Department of Labor-Employment and Training Administration (DOL-ETA) funds for its supportive services model. Twenty-four families were targeted. Prior to this grant, BNB staff had no relationship with the One-Stop Career Center, which is operated by the Illinois Department of Employment Services (IDES). Program staff toured the One-Stop Career Center to get acquainted with

its services and met with a member of the Workforce Investment Board, who helped to facilitate several follow-up meetings with the One-Stop Career Center.

Promising Practice: BNB offered soft-skills workshops and 14-week employment-training courses to help program participants successfully obtain employment and increase their incomes. Specifically, the training provided to program participants included self-assessments and setting career goals; résumé writing and cover letter development; completing job applications and interviewing for jobs; creating goals and action plans; and computer skills including an introduction to Microsoft Word. In addition, BNB taught participants gardening skills that they applied to the grounds of the BNB residential building. This in turn beautified the neighborhood and improved the residential grounds.

BNB developed relationships with local employers who agreed to consider program participants who met their requirements. BNB developed a database of employers that participants could access by computer. Program staff met with each participant monthly to review information on new job leads and other job-search activities. BNB also partnered with organizations that had similar goals and could help BNB provide a full array of services to clients.

For example, the Institute of Clinical Social Work provided employment counseling and case-management services; LaSalle Bank provided financial management, budgeting and home-ownership training; and the Ministry of Room at the Cross provided mentoring for all residents of BNB. Other partners included the South Side Help Center, which provided substance-abuse and violence-prevention programs; and the Children's Home Aid Society, which provided child care.

BNB also referred women to the Living Room Café, which provided culinary training for women interested in the food-service industry.

Program Accomplishments: During the 2003 program year, eight women completed training and seven were placed in jobs. BNB began planning a second residential facility to house and provide services to 26 additional families.

Challenges: By the end of the program year, a strong relationship with the One-Stop Career Center had not developed, since the Center did not focus on services specifically for homeless women. (Both organizations intended to

continue working on the partnership.) While BNB did very well in providing participants with support services, it had difficulty with job placements and retention. Additional staff was needed to provide more individualized attention and specialized training.

Sustainability: BNB has received a 2004 DOL grant for \$12,000 to continue the support-services model. It is also receiving ongoing funding from the Mayor's Office on Workforce Development.

Camp Verde Adult Reading Program
P.O. Box 733, Camp Verde, AZ 86322
Phone: (928) 567-3187

Background and Purpose: The Camp Verde Adult Reading Program (CVARP) is a volunteer-centered, community-based corporation established in 1988 by the Friends of Camp Verde Library. CVARP offers adults with very low literacy skills in the Camp Verde and Verde Valley communities the opportunity to achieve personal goals through improved basic reading, writing, math and life skills. All instruction is aligned with the Arizona Department of Education's adult-education standards.

Organizational Scope and Program Priorities:

CVARP targets adults over the age of 16 with reading skills below the eighth grade level. Ex-offenders and probationers are also referred to CVARP through a partnership with the Arizona Supreme Court. Sixty percent of CVARP participants are Latino, 50 percent are between the ages of 25 and 44, and 30 percent are between the ages of 16 and 24. Eighty percent of CVARP participants are low-income. In 2003, CVARP had an annual budget of \$77,000, with eight part-time staff and 25 to 30 volunteer instructors. Since 1988, CVARP has served more than 800 students.

CVARP accomplishes its mission through one-on-one tutoring in adult basic literacy, small group classes in English for speakers of other languages, computer-aided literacy instruction, pre-GED tutoring and customized workplace education and life-skills classes.

Relationship with the U.S. Department of

Labor/One-Stop Career Center: CVARP has had a relationship with the Comprehensive One-Stop Career Center in Cottonwood, Arizona (known as the Yavapai Workforce Connection), since 1998. The center is located in the offices

of the Arizona Department of Economic Security (DES). CVARP operates a LEARN Lab at the One-Stop Career, as well as an additional learning center computer lab in Camp Verde. Having two locations helps make educational services more accessible, given the rural nature of Yavapai County. The One-Stop Career Center makes approximately 75 referrals to both labs annually. In return, CVARP makes approximately 20 referrals to the One-Stop Career Center for job-related services each year. CVARP is one of 18 partners operating under a Memorandum of Understanding (MOU) with the local workforce investment system. Partners meet six times a year (as required by the Yavapai County Workforce Investment Board) and support one another through referrals and in-kind services. The CVARP program director sits on the general board of the county WIB.

In 2002, CVARP was awarded \$24,949 in U.S. Department of Labor-Employment and Training Administration (DOL-ETA) funds to support the LEARN Lab. The grant was renewed in 2003 for \$11,980.

Promising Practice: CVARP is well known throughout Yavapai County for its adult education and other program services. The director has lived and worked in the community for more than 40 years and used her contacts to develop relationships for the program. During the 2002 and 2003 program years, CVARP received referrals not only from other Workforce Investment Board partners but also from numerous other agencies and sources, such as Yavapai College and other schools, Verde Valley Guidance Clinic and area faith-based and community institutions. Current and former satisfied clients also referred a significant number of the program's students.

In addition to adult basic education, English as a Second Language and pre-GED services, CVARP offered other pre-employment services. It provided some students with specific skills and knowledge necessary to get a job, including introductions to using a keyboard; vocabulary needed for specific job fields; reading directions; following instructions; using a map; and managing money. Students were referred to the One-Stop Career Center for services such as interview preparation, job fairs, job-skills training and other supports, including the food bank and counseling.

CVARP manually tracked clients using a three-copy service-referral form adapted from the One-Stop Career Center. Copies went to the referring agency, receiving agency and client. This helped CVARP keep track of referrals to and from work-force-delivery-system partners.

During the DOL grant period, 25 to 30 volunteers were working actively in the program. Volunteers who were certified served as teachers; others as tutors, teachers' aides, computer-lab assistants, administrators, advisors and CVARP advisory council members. Before volunteers were assigned a task, they attended an 18-hour orientation and training session led by the program's master teacher and director. Additional training was provided by the Arizona Department of Education in statewide and regional conferences and/or adult-education groups, such as ProLiteracy America.

Program Accomplishments: Toward the end of their DOL program, 94 students received soft-skills training, including money and time management, communications, keyboard usage and introduction to computers, and job interviewing; and 72 students received computer-assisted instruction either in adult basic education, English as a Second Language or pre-GED classes. Three former LEARN Lab students received their GEDs and four more were waiting for results. Of the students who set job-related goals and attended class a minimum of 12 hours, 69 percent entered non-subsidized employment, and 70 percent of those advanced in or retained their jobs.

Also, CVARP held five LEARN Lab project orientations for all local WIB partners, comprehensive One-Stop Career Center personnel, and adult probation officers. In addition, CVARP provided information to local faith-based and community organizations about One-Stop Career Center opportunities through one direct mailing, five news releases, two CVARP newsletters and three entries in the Chamber of Commerce newsletter.

Challenges: CVARP experienced difficulties in finding certified teachers for its LEARN and learning center computer labs, which delayed the start of the program. CVARP also had trouble maintaining consistent relationships with and referrals from the criminal-justice system because of turnover in judges and probation officers. Transportation issues remained a consistent challenge to the program because of its rural location.

Sustainability: The future of CVARP services depends on the amount of education funding included in the Arizona state budget. Funding is expected to remain at the same level. CVARP has submitted numerous funding proposals and has plans for several fundraisers.

Chinese Culture and Community Service Center
16039 Comprint Circle, Gaithersburg, MD 20877
Phone: (301) 251-6263

Background and Purpose: The Chinese Culture and Community Service Center (CCACC) was established in 1982 as a nonprofit, nonreligious and nonpolitical grassroots organization. The original name was the Capitol Chinese Americans Community Center; although the name was changed to the Chinese Culture and Community Service Center in 1983, the organization maintained the acronym CCACC. During the first ten years of its existence, CCACC accomplished its mission of promoting “mutual understanding and appreciation of Chinese and American cultures and heritage, enhancing the positive image of and protecting the interests of Chinese Americans” by providing facilities for the Chinese community and gradually expanding its social and educational programs. Since that time, CCACC has grown to a membership of more than 1,000. It is one of the largest grassroots organizations in the Washington, DC metropolitan area, with more than 30 clubs and programs in the areas of health and social services, senior services, teen and youth programs, education, culture and the arts, and sports and fitness.

Organizational Scope and Program Priorities:

CCACC serves mainly newly arrived Chinese immigrants who are low-income and speak little or no English. Latino, European, Korean and Japanese immigrants also take part in CCACC activities, especially the English-language classes. The organization has no full-time staff, only paid, part-time staff, including an office manager, driver and accountant. More than 300 volunteers deliver program services in local schools, clinics and other facilities throughout the community. The current CCACC annual budget is \$300,000.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

Despite its history of providing services to the community, in-depth career assistance programs are a new undertaking for CCACC. Its previous services in this area were confined to seminars and community-service fairs, and it had no relationship with the local One-Stop Career Center. In 2003, CCACC was awarded a \$25,000 grant from the U.S. Department of Labor-Employment and Training Administration to provide career assistance services. The goals of this effort were to conduct outreach to the immigrant community; provide English-language instruction that would support career development; and partner with Montgomery Works, the local One-Stop Career Center, to provide 50 job referrals during the program year.

Montgomery Works provided an orientation to train CCACC volunteers in One-Stop Career Center operations. It also provided office space at its Wheaton office once a week so CCACC staff could be out-stationed to help support immigrant job seekers. Program staff met monthly with other Montgomery Works partners to learn more about services available in the community and to exchange information on employment and training issues. While no Memorandum of Understanding (MOU) was developed throughout the program year, CCACC referred participants to Montgomery Works for job-search services, and Montgomery Works referred its clients to CCACC for its career-assistance activities. Previously, CCACC did not have a working relationship with the local One-Stop Career Center system.

Promising Practice: CCACC implemented a broad outreach strategy to encourage immigrants to participate in career-assistance activities, including the job-search services offered by Montgomery Works. The strategy consisted of presentations on cable television about community-service programs; press releases in Chinese newspapers; providing information about the project at community events and leaving brochures at strategic locations, such as Asian supermarkets and restaurants; and developing an easy-to-access job bank on the CCACC website.

CCACC set up a help line at its offices to receive calls from job seekers and employers. All requests from applicants and employees were discussed with Montgomery Works to determine which organization should follow up. Job applicants referred to Montgomery Works got on-site assistance from CCACC staff out-stationed at the One-Stop Career Center offices. Applicants were interviewed to determine the services they needed, such as job search, résumé development, computer workshops, or job-readiness training. CCACC and Montgomery Works staff worked closely together to make sure participants got the job preparation and placement support they needed.

CCACC career-assistance offerings also included a literacy program that provided English-language instruction to new immigrants in an effort to better equip them for joining the workforce. The classes consisted of two hours of instruction per week over 15 weeks.

Program Accomplishments: CCACC reached more than 600 people through its outreach activities, informing them of career-assistance and other services offered at the One-Stop Career Center. Toward the end of their DOL program, nine participants had gained employment, 59 had been referred to Montgomery Works and fourteen of those had gone on to take classes. By May 2004, the English literacy program had enrolled 482 students.

Challenges: Partnering with Montgomery Works was new to CCACC, and it took time for the agency to understand how the workforce delivery system operated. This caused delays in the development of a working partnership between the two organizations. The language barrier was also a challenge: forms used by Montgomery Works had not been translated into Chinese, and CCACC volunteers had to translate the forms for participants' use.

CCACC found it difficult to follow up with and track participants once they left the CCACC program and were referred to the One-Stop Career Center or other services, and so did not know the number of program participants who gained employment with help from Montgomery Works and other partners. Better participant information sharing with Montgomery Works and other partners was needed.

Sustainability: CCACC is seeking new funding for its career assistance services. It plans to continue partnering with Montgomery Works and offer career assistance services to community residents.

Christian Workplace Mentoring Ministry
Urban Light Christian Service and Resource Center
424 South Fountain Avenue, Springfield, OH 45501
Phone: (937) 323-5018

Background and Purpose: Christian Workplace Mentoring Ministry (CWMM) is a multi-service, non-denominational, nonprofit organization that works to comprehensively meet the needs of the community. The “Jobs & More” program was started by CWMM in 1996 in response to welfare reform legislation. Jobs & More seeks to empower local unemployed and underemployed residents by providing job-placement services and job training programs that impart integrity and teach effective communication and wholesome relationship-building skills.

Organizational Scope and Program Priorities: In the 2003 program year, Jobs & More had an annual operating budget of \$200,000. It had four full-time staff and about 50 to 60 volunteers. The target areas served by Jobs & More were the greater Springfield and Clark County areas of Ohio. Clients were largely low-income and under- or unemployed. Many were ex-offenders, homeless, had no high-school diploma or GED, were single or not custodial parents, and had histories of chemical dependence. Services included, but were not limited to, employability and life-skills training, workplace-skills assessments, pre-employment drug screenings, career counseling, job-search and post-job-placement support services, job-retention support and mentoring. Jobs & More received the U.S. Department of Labor’s (DOL) Touching Lives and Communities award in 2003.

Relationship with the U.S. Department of Labor/One-Stop Career Center: Jobs & More has had a relationship with the local One-Stop Career Center (WorkPlus) since 2001. In 2002, it received a DOL-ETA

grant for \$25,000; the grant was renewed in 2003 for \$12,000. Program staff worked on-site at the One-Stop Career Center two days a week to meet with the various partners and establish supportive linkages to other program participants.

Jobs & More staff actively participated on the One-Stop/WorkPlus Partner Council and its supporting committees. In addition, they attended weekly job-placement partner meetings at the One-Stop Career Center to share employment and training opportunities. Jobs & More also provided services to individuals referred from the local Workforce Investment Board.

Promising Practice: The Jobs & More program was divided into two phases. During Phase I, participants (called “achievers”) completed individualized assessments and Workplace Modules called “Tools for Life.” Achievers were next assigned mentors who regularly provided them with personal counseling on life skills and problem-solving strategies. Phase II was the job-search component. During this phase, mentors assisted Achievers in their job-search and helped them design a mentoring plan. These plans outlined the activities that were to be completed while Achievers participated in the Jobs & More program. Also during this phase, Achievers were referred to the WorkPlus One-Stop Career Center for employment assistance. Jobs & More referred more than 100 individuals to the One-Stop Career Center each year.

Through participation on the WorkPlus Partner Council, Jobs & More interacted with a number of organizations that provided training and social services to their clients. During the 2002–2003 program year, these included Clark State Community College, YMCA, Opportunities Industrialization Center (OIC), Bureau of Vocation Rehabilitation, Veterans Commission, Job Corps and Catholic Social Services. Jobs & More provided soft-skills training, mentoring and retention services for many of these organizations. The Clark County Board of Commissioners, WorkPlus Board and members of the WorkPlus Partners signed a Memorandum of Understanding (MOU) in September 2002 outlining how they would collaborate.

Staff used individualized tracking forms and case notes to document participant progress. They also used job-search goal sheets, weekly mentor reports and program journals to assess each achiever's progress. Monthly performance self-appraisals were used to measure work performance and record any wage/salary increase data. This data was collected through the One-Stop Partner Data Collection Summary Sheet.

Project Accomplishments: In both the 2002–2003 and 2003–2004 program years, Jobs & More exceeded its employment placement program goals. In year one, 87 percent of participants entered employment with 32 percent retaining employment for one year. In year two, while job retention data was not available at the time of this report, the program was pleased to report that 62 percent of participants successfully entered employment.

Challenges: A major challenge for Jobs & More was its difficulty creating relationships with employers that needed to hire workers.

While the program had a positive relationship with the WorkPlus One-Stop Career Center, staff felt more time was needed to fully develop a productive relationship with the center and other partners.

Sustainability: Jobs & More has decided to explore the feasibility of starting a for-profit business that would provide temporary employment opportunities for participants as well as funds for maintaining the ministry. Staff indicated the need for technical assistance to develop marketing and business expertise.

No. 9

Cornerstone Assembly of God
41 Tide Mill Lane, Hampton, VA 23666
Phone: (757) 826-4322

Background and Purpose: Cornerstone Assembly of God has been involved in workforce development for two years. The church entered into this work in response to welfare reform: when welfare benefits were cut, many turned to the church for support. In 2001, Cornerstone conducted research to determine the community's needs and found that job-skill development, transportation, child care and self-esteem-building were the greatest needs.

Organizational Scope and Program Priorities:

Project Now was created by Cornerstone to provide economically disadvantaged populations in Hampton and Newport News, Virginia, with support services and work-readiness training to foster independence and long-term self-sufficiency. Program goals included coordinating with Welfare-to-Work and Temporary Assistance to Needy Families (TANF) programs and all services provided by the One-Stop Career Center, developing partnerships with other faith-based and community organizations to maximize resources for the unemployed and underemployed, and educating the community about available employment services and opportunities. While program services are open to everyone, most clients are women who are victims of domestic violence.

Relationship with the U.S. Department of

Labor/One-Stop Career Center: Prior to Project Now, few people or organizations in the Hampton and Newport News areas were aware of or took advantage of services provided by the workforce development system. Cornerstone had never applied for a U.S. Department of Labor (DOL) grant, and Peninsula Work-Link, the local One-Stop Career Center, had not targeted the area for service delivery.

In 2003, Cornerstone received \$25,000 in DOL-ETA funding for Project Now. Specific services provided by Project Now under the DOL grant included GED preparation, life-skills training for workplace success, career development counseling, “dress for success” classes and clothing for job interviews, a food pantry and basic computer classes.

Promising Practice: After receiving DOL funding, the director of Project Now began meeting with and making presentations to other faith-based and community agencies, as well as such public-sector agencies such as the Departments of Social Services and Criminal Justice to make them aware of the project and ask them to refer clients for services. The director worked with these agencies to develop a form that would be used to refer clients. Project Now and the local One-Stop Career Center, Peninsula Work-Link, agreed to refer clients to each other's programs.

Project Now enhanced its program offerings through a partnership with On-Site Technologies, a private-sector computer-training company. On-Site Technologies agreed to accept referrals from Project Now for hard-skills training; in turn, Project Now provided soft-skills training for On-Site Technologies' clients.

Project Now had two unpaid staff—the project director and the pastor of Cornerstone Assembly of God—who provided program oversight. The group enhanced its staffing by developing a cost-sharing agreement with VISTA (Volunteers in Service to America) to support four workers: a program coordinator, two facilitators/outreach workers and one administrator. The outreach workers provided the important service of creating case files for every client and documenting and tracking all services provided. They also

developed a Memorandum of Understanding (MOU) with the Retired Senior Volunteer Program (RSVP), which provided volunteers for the GED program.

GED and life-skills training for participants took place in two ways: training in the classroom and via the computer. The life-skills (for workplace success) training used a curriculum called “Literacy Link Workplace Essentials,” which used television, videos, printed materials and the Internet to help people find new jobs, train for better jobs or be more successful in jobs they already had.

Program Accomplishments: Project Now served 26 people during the program year, 15 of whom were placed in jobs. Five Project Now clients registered with the One-Stop Career Center, two opened Individual Training Accounts (ITAs) and three received support services. The program conducted two job fairs and held nine training sessions at the One-Stop Career Center.

Project Now developed new resources to serve the Hampton and Newport News communities. The program also raised the visibility of Peninsula Work-Link, the local One-Stop Career Center, which had little prior presence in the area. Client-satisfaction surveys conducted quarterly throughout the program year indicated satisfaction with program services.

Challenges: Program development and service delivery was delayed in September 2003 due to Hurricane Isabel. Project Now still needs to strengthen their relationship with the local One-Stop Career Center and the connection between the Workforce Investment Board and the other faith-based and community organizations. Child-care and transportation issues are critical barriers for clients seeking employment services. Participant recruitment has also been challenging because of the program’s small staff.

Sustainability: Cornerstone Assembly of God is seeking ongoing funding to continue Project Now.

No. 10

East African Community of Orange County
2301 West Lincoln Avenue, Suite 246, Anaheim, CA 92801
Phone: (714) 254-8880

Background and Purpose: The executive director of East African Community of Orange County (EACOC) has lived in the county area for 15 years, frequently volunteering at other organizations that serve refugees. In recognition of the years that there were no organizations specifically focused on assisting African refugees, he created EACOC with a mission of helping these refugees and immigrants successfully integrate into the U.S.

Organizational Scope and Program Priorities:

EACOC serves mainly African immigrants and refugees who have very low incomes and face language and cultural barriers. The organization's goal is to help participants achieve financial stability through employment. EACOC helps its constituents to navigate the health-care system; obtain employment training and jobs; obtain access to needed social services, such as clothing, food, immigration services, and help with school enrollment and after-school care for their children; obtain legal services; open bank accounts and pay bills; and complete forms for public housing. EACOC provides approximately 150 individuals with employment assistance and social services each year.

EACOC has an annual budget of \$350,000. The staff consists of five full-time and four part-time individuals, as well as social service, meeting, and classroom facilitators. Nine volunteers assisted in all program areas.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In 2002, EACOC received a U.S. Department of Labor-Employment and Training Administration grant for \$25,000 to support the Get Ahead Program, which was designed to provide

employment and training activities. Participants that EACOC could not place in jobs were referred to the local One-Stop Career Center for additional assistance.

Promising Practice: The Get Ahead program provided a wide range of services to help constituents adjust to life in the U.S. and obtain employment. Staff connected participants to English classes and helped them enroll in community college. They advised participants on workplace dress and behaviors and résumé development; recruited employers; went on interviews with participants; and provided transportation to interviews if necessary. Staff also provided ongoing follow-up once placements were made. Get Ahead connected a number of participants to a training program in the trucking industry and assisted them in obtaining their own trucks and licenses to conduct interstate delivery. The program used an electronic data-tracking system as a case-management tool.

Program Accomplishments: The Get Ahead program enrolled and served 40 participants in the 2002 program year. Sixty-five percent of participants were placed in jobs and more than 90 percent of those placed remained on the job after six months. More than 70 percent received a starting salary of \$7.50 per hour, and over 35 percent had jobs with health benefits. Additionally, 70 percent of participants enrolled in continuing education, college or vocational training, and 20 participants were referred to the One-Stop Career Center or other organizations for additional services.

Challenges: Some participants did not have money to purchase the computer software needed for their training. Also, several participants were reluctant to go to the One-Stop Career Center and wanted to receive services in the more familiar EACOC environment.

Sustainability: EACOC is seeking additional funding for the Get Ahead program.

No. 11



Lydia's Place, Inc.

711 Penn Avenue, Suite 706, Pittsburgh, PA 15222

Phone: (412) 471-3410

Background and Purpose: Lydia's Place, Inc. (LP) was founded in 1993 by a group of Allegheny County Jail volunteers who were concerned by high recidivism rates among women. Thus, LP was created to help female offenders and their dependent children rebuild their lives and become productive members of society. Most of the organization's work takes place in the county jail prior to the offender's release, although some post-release services are provided.

Organizational Scope and Program Priorities:

LP has an annual budget of approximately \$232,000 and four full-time, paid staff. It serves 750 women each year: 700 pre-release and 50 post-release. LP offers female offenders a variety of assistance and information to support them during the reentry process; life-skills classes that focus on developing skills and habits related to being productive members of society; weekly support groups; case management; substance abuse and parenting classes and family reunification services. Mentors provide program participants with one-on-one, in-depth counseling on resume writing, forming employment goals, workplace professionalism and strategies to have criminal records expunged.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

LP received an award of \$20,000 in 2003 to form the Work Readiness Program. It was designed to help female ex-offenders from the Allegheny County Jail, along with other women in need, find and retain employment. Prior to this award, LP did not have a formal relationship with the local One-Stop Career Center (CareerLink). The program's ultimate goal during the 2003 program year was to serve 20 women and place 15 in jobs. Once participant recruitment began, LP case

managers met with CareerLink personnel to discuss how they would collaborate to meet participants' needs, and both program staff and participants were given tours of the One-Stop Career Center facility.

Promising Practice: Administrators at the Allegheny County Jail recommended inmates for participation in LP's Work Readiness Program. Prior to their release, inmates attended LP's reentry classes on parenting, life-skills and employment issues, such as job searches, appropriate work behaviors and job retention. While enrolled in the reentry classes, participants were matched with volunteer mentors who provided personal support during incarceration and the reentry process, as well as after release. LP case managers also assisted the participants with issues such as substance abuse, housing, mental-health treatment, family services and setting employment goals.

During classes, inmates were encouraged to come to LP to receive further assistance upon release. Those who came received additional job-counseling and clothing assistance, and were accompanied to the One-Stop CareerLink Center for literacy training and GED classes, résumé preparation, career planning, education and training opportunities, and hands-on help in registering for available employment opportunities. LP's Work Readiness staff learned early that due to certain behavioral issues of clients (instability and unpredictability), it was better to take them directly to the CareerLink office when they stopped by the program for help.

All One-Stop Career Center staff receive ongoing training in client service, which helps to maintain effective communications with clients.

One counselor at the One-Stop Career Center specializes in helping people with criminal records find employment.

LP's Work Readiness and One-Stop Career Center staff met monthly to jointly monitor program activities. Work Readiness program staff also received training at the One-Stop Career Center and at the U.S. Department of Labor in Washington, D.C.

Program Accomplishments: Sixteen participants were matched with mentors while still incarcerated; seven were referred to the One-Stop CareerLink Center upon their release from jail. By the end of the program year, four participants had been placed in jobs and one was in an apprenticeship program.

LP has established an ongoing relationship with the One-Stop Career Center and expects to continue referring ex-offenders for services. Through this effort, LP has also made contact with the Workforce Investment Board, which has offered to help it identify ongoing funding for the Work Readiness Program.

The Work Readiness Program used a manual system to track participants. However, the Pittsburgh Executive Service Corps is helping to construct an electronic method of tracking for all of its programs, including this project.

Challenges: LP found it difficult to serve 20 women in the Work Readiness Program. Unfortunately, at least one-third of the original class participants were released from jail before the conclusion of the ten week series of reentry classes. Many times, the women in these classes chose not to maintain contact with LP after their release: women came to the program voluntarily and were not required to use the program's services. LP was often unable to locate them after they left jail. Those who did use the program's services were not always able to seek or maintain employment after their release from jail. A number of them struggled with mental illness and substance abuse, and some were reincarcerated. Program staff needed to be very hands-on when working with this clientele.

Also, LP experienced difficulty finding employment for participants. They were unable to connect with employers that needed to hire workers, especially individuals with criminal histories and poor educational backgrounds.

Sustainability: LP is seeking ongoing funding from the local Workforce Investment Board and other funders.

No. 12

The Intersection
P.O. Box 7044, Columbia, MO 65205
Phone: (573) 819-0089

Background and Purpose: The Intersection (TI) is an independent, nonprofit, nonsectarian organization founded in 2001 when parents in the First Ward of Columbia, Missouri, organized to obtain better services and activities for youth. Grace Covenant, a local church, supported the notion of creating an independent, youth-serving entity and responded by donating land for a building. The new Youth-Family Activity Center, built with volunteer labor and donated materials, was completed and opened in 2003. Its mission is “to promote the development of healthy communities by preparing youth to be responsible, committed members of society.”

TI uses a youth-development approach based on the 40 “developmental assets” identified by the Search Institute and adopted by the Healthy Communities-Healthy Youth Initiative and recommended by the U.S. Department of Health and Human Services. This approach combines programs designed to promote academic, social, creative and moral development to strengthen both youth and families.

Organizational Scope and Program Priorities:

TI is run by an executive director under the governance of a board of directors. It has two full-time VISTA (Volunteers in Service to America) volunteers who serve as supervisors for educational and recreational services, and three other VISTA volunteers who work on fundraising, information processing and operations. Forty additional volunteers staff program activities. TI’s current annual operating budget is \$64,000.

TI’s target population is primarily African-American youth between the ages of nine and 16 who live in households with median annual incomes of \$11,400. As a result, most of the youth live at or below poverty level. The TI

program also provides services to adults who are unemployed or underemployed and lack a GED or high-school diploma. Program services include: an after-school program for youth ages nine to 15 that offers tutoring, homework assistance, enrichment classes and character education (i.e., honesty, integrity, work ethics, nonviolent conflict resolution, etc.); job mentoring for youth ages 12 to 16 that includes seminars by successful managers or business owners; and a GED program for older youth and adults that offers GED preparation and classes on life planning and life skills.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In the 2003 program year, TI received a DOL-ETA grant of \$25,000 to fund a career-development program. The program was designed to help at-risk youth and adults, including ex-offenders, to earn their GED, develop job and life skills, and find employment. Soon after the grant was awarded, TI staff met with and presented their program to staff at the local One-Stop Career Center. The organizations agreed they would refer clients to each other’s programs.

Promising Practice: Youth in the career-development program took part in the TI after-school academic-support program, attended employment seminars, and received career mentoring from successful business leaders. Adults were offered employment-related classes in résumé preparation, job-seeking and computer skills, as well as employment seminars and career mentoring. Adults also participated in life-skills classes in budgeting, communication and family dynamics. TI used its relationships in the community to support program delivery.

The local Big Brothers/Big Sisters organization provided training to TI program mentors; TI tutors were recruited from local churches, businesses and the University of Missouri; and local schools provided space for TI after-school programs. TI referred adult participants to the One-Stop Career Center for computerized job-search assistance, and the One-Stop Career Center referred clients to TI for life and job-skills classes.

Program Accomplishments: Thirty-one youth and six adults participated in the program's career-mentoring component. Five adults were placed in jobs. (Most youth participants were too young for employment.)

Challenges: TI faced distrust from the community in attempting to implement career development services. Some residents were skeptical that publicly funded programs would actually deliver needed services. TI also had a difficult time competing for charitable dollars, since it has no national organization or advertising budget for donations.

Sustainability: DOL renewed TI's funding for program year 2004 in the amount of \$12,000. The organization is currently seeking additional funds to support career-development activities.

Topeka Youth Project
1100 Gage Boulevard, Topeka, KS 66604
Phone: (785) 273-4141

Background and Purpose: The Topeka Youth Project (TYP) began operations in 1983 after a community survey revealed an absence of programs in Topeka/Shawnee County for youth ages 16 to 20. Many of the youth who participate in TYP services come from poor backgrounds, have histories of drug abuse and involvement with the juvenile justice system, have learning disabilities, and have spent time in the foster-care system. TYP's focus is to provide high-risk youth with constructive opportunities that help them avoid risky behaviors and successfully make the transition to productive adulthood.

Organizational Scope and Program Priorities:

TYP operates three programs: a Youth Council, a school-to-careers program and Jobs for Young Adults. In addition, it has a Youth Court Project, where youth act as judges, jury members and attorneys on juvenile cases that mostly involve traffic violations. TYP has a Board of Directors made up of 16 members from the local business community, which helps to keep the organization closely affiliated with local employers.

TYP currently has an annual operating budget of \$189,000. Staff consists of three full-time employees, three part-time employees and 40 volunteers. The Jobs for Young Adults program has won several national awards, including a special commendation from President Reagan in 1985.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

For 20 years, TYP has had a limited working relationship with the local One-Stop Career Center, the Topeka Workforce Center (TWC). However, in 2003, when TYP received \$25,000 in Employment and Training Administration (ETA) funding to

help support 40 youth in its Jobs for Young Adults program, it approached the One-Stop Career Center to develop a more active partnership. The One-Stop Career Center agreed to provide an initial orientation for all Jobs for Young Adults participants so that they would be aware of the services offered, as well as to provide other training and placement services for the program.

Promising Practice: TYP partnered with the Antioch Missionary Baptist Church to recruit participants for the Jobs for Young Adults from throughout the community. Antioch also assisted in providing GED preparation classes for Jobs for Young Adults participants. The Adults program was designed to target only youth from Track #12, however, in order to meet the program's goal of serving 40 youth, participation was opened to youth who lived outside that area.

Youth who took part in the Jobs for Young Adults program were provided with a holistic set of services. TYP offered job-skills and life-skills training, including résumé writing, communications skills, completing job applications and mock interviews conducted by private-sector employers; time management; drug and alcohol awareness; and training on how to interact with law enforcement agencies.

Antioch provided a variety of educational and support services, including tutoring, GED assistance and test administration; classes on decision-making; and computer training. Program participants were also eligible for assistance from Antioch's clothing and food banks, and for help with rent, utilities, and health care. TWC provided computer access, including computer-based job-search assistance.

Staffing for the Jobs for Young Adults program was designed to provide youth with human resources dedicated to meeting their needs. TYP provided a project director, business representative (for job development), program assistant and a career/school coordinator for the program. Antioch provided case managers, teachers and volunteers. These program personnel engaged in cross training to familiarize themselves with the different services provided across the program. All staff received training on Workforce Investment Act (WIA) opportunities available to program participants.

TYP and the Jobs for Young Adults program have established a good relationship with more than 130 employers in the Topeka area. TYP's Board of Directors plays an active role in keeping the organization connected to local employers. Employers come to TYP with requests for employees, and many Jobs for Young Adults program youth have been placed in jobs. Through its job-readiness training and counseling program, employers are assured of getting quality employees who are ready for successful and long-term placement. In addition, the program celebrates participant success and recognizes employers at an annual recognition and awards ceremony.

Jobs for Young Adults participants are placed in part-time jobs, and youth are required to maintain satisfactory progress in educational activities or cut back their work hours. Case managers monitor participants' job performance and help solve work-related problems. They also call employers regularly to get their views on youth's job performance.

Program Accomplishments: Ninety percent of Jobs for Young Adults participants who show up on the first day of the program end up completing the program; 90 percent of these participants are placed in jobs. Employers who hire participants include Sears, Best Buy, Target, local radio stations and summer camp programs.

Challenges: The Jobs for Young Adults program had difficulty recruiting youth from the program's designated target area (Track #12). Some of these youth had problems getting transportation to program sites and employers, and there was also some difficulty in getting these youth to buy into the program. (These issues abated somewhat as the Jobs for Young Adults program found solutions to transportation issues and positive stories about the program began filtering back to the neighborhood.) Also, most program services were held after school, when youth were involved in athletic events. TWC staff also noted that a number of Jobs for Young Adults participants were too young to apply for many of the jobs they had available, since most jobs require a person to be at least eighteen years of age or possess a GED.

Sustainability: The Jobs for Young Adults program is seeking alternative sources of funding to replace U.S. Department of Labor funding. It is considering shifting to a fee-for-service job-skills training program and partnering with other organizations to coordinate services and share costs.

Welcome Home Ministries

104 South Barnes Street, Leucadia, CA 92024

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Background and Purpose: Welcome Home Ministries (WHM) was founded in 1996 by a former prison chaplain with experience as an emergency-room nurse. WHM uses a holistic approach to service provision that focuses on providing participants with a comprehensive package of services that include such things as housing, health care, transportation, job placement and skills training. Women who receive assistance from WHM often become volunteer counselors and help other women.

Organizational Scope and Program Priorities:

The population served by WHM is primarily from North San Diego County. Participants are mainly: low-income, 30 to 40 years old and have low literacy and education rates. Over 50 percent are from minority groups, almost 100 percent have chemical-dependency issues and more than 50 percent are homeless. The children of these inmates and ex-offenders are often in the juvenile and/or foster-care systems. WHM has seven part-time employees and more than 100 volunteers; the annual budget is \$191,000.

In 2001, WHM established the Employment Assistance Resource Network (EARN) as an expansion of its work with inmates and ex-offenders. EARN served both males and females, with males making up 70 to 80 percent of new program participants. Program efforts were concentrated in two jails in San Diego County: Vista, which serves both men and women, and Las Colinas, which serves only women. As part of its holistic approach, EARN services included job-search assistance, résumé writing, computer training, transportation, health and dental care, child care and wage subsidies, clothing vouchers, and educational support. The Department of Human Services in San Diego provided EARN with rent-free office space.

Relationship with the U.S. Department of Labor/One-Stop Career Center:

In 2003, WHM received a grant of \$24,955 in DOL-ETA funds to support EARN. During the 2003–2004 program year, all participants were referred to the local One-Stop Career Center. The One-Stop Career Center offered to make space available in its facility for EARN.

Promising Practice: EARN partnered with a number of groups in the local community to obtain referrals and provide services for its clients. EARN had its closest working relationships with the local sheriff's office, Vista and Las Colinas probation officials, and others involved in the corrections system. These sources, other inmates and ex-offenders informed potential participants about the services EARN offered. EARN provided program participants with work-readiness training and worked with other local churches and organizations to make housing, clothing and health-care services available to participants. Eagle Peaks Charter School provided GED training and test administration. EARN reentry personnel contacted employers, found jobs and assisted individuals in the job-application process; staff kept in close contact with employers and helped to mediate any problems that arose on the job. These services were provided to participants on an individual basis.

EARN staff tracked all participants so they remained aware of training and services received, and monitored participant progress after referral for services at the One-Stop Career Center. The One-Stop Career Center offered job and computer training as well as training in specific skills. EARN and One-Stop Career Center staffs maintained regular communication about each program participant. The One-Stop Career Center collected data on job placement and retention.

Program Accomplishments: Halfway through the program, EARN had enrolled 75 people: 36 had secured full-time employment and 28 were enrolled in an education or training program. EARN created a PowerPoint presentation to publicize its program. Staff presented at several conferences, and other organizations inquired about using the PowerPoint Presentation to set up similar efforts.

Challenges: EARN participants faced many of the barriers encountered by ex-offenders. First, housing needs were great and transitional housing was scarce. Program personnel cited the need for transitional housing that would provide ex-offenders with a safe environment to allow them to concentrate on gaining employment. Second, EARN personnel noted the often substantial cost of providing participants with essential documents, such as identification cards and drivers' licenses. Often taken for granted, these documents are necessary for many everyday functions, such as opening up a post office box or applying for a job. The cost of providing these services to numerous participants became a major expense for the program. In the state of California, an increase in the fees for these services made the problem even worse.

Sustainability: WHM has received a 2004 DOL grant for \$12,000 to continue EARN. It is also using the grant-writing training received from the San Diego Workforce Partnership to acquire other funds. Additional funding is required to hire full-time staff and secure permanent space. (The One-Stop Career Center offered EARN permanent space in its facility, but additional funding is needed to outfit the office for the program's needs.)





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