

Teodora Duarte

**Welfare-to-Work Initiative
Pathways to Success Project**

**For
Dorchester, Roxbury, and South Boston
Neighborhoods of Boston, Massachusetts**

December, 2001

Project In CED
Advisor: Abubakr M. Karim
School of CED SNHU

TABLE OF CONTENTS

Abstract.....	1
Summary.....	2
Community Profile.....	5
Background Information.....	6
Problem Statement.....	7
Goal Statement.....	8
Objectives.....	8
Project Product.....	9
Beginning Outputs.....	10
Expected Output.....	11
Actual Output.....	11
Program Changes.....	12
Input.....	13
Evaluation.....	14
Method of Monitoring.....	15
Stakeholders Analysis.....	16
Job Readiness Program Model.....	18
Monthly Action Step.....	22
SWOT Analysis.....	23
Conclusion.....	24
Recommendations.....	25
Budget.....	26

Communications Technology.....	27
Annotated Bibliography.....	28
References.....	30
Appendices.....	32

Target area map

Program charts

Photos

Abstract

Welfare-to-work changed the former entitlement program, Aid to Families with Dependent Children (AFDC), to a time-limited, work-based program known as Transitional Aid to Families with Dependent Children (TAFDC). The Commonwealth's new welfare system, in conjunction with federal reforms in the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, limits benefits to 24 months in any consecutive 60-month period, subject to several statutory exceptions. The TAFDC program also requires that welfare recipients, in order to retain benefit eligibility, must actively seek employment through an intensive, structured job search process. With the Commonwealth's two-year time limit entering into effect on December 1, 1996, a number of welfare recipients lost their benefit eligibility after December 1, 1998. Welfare recipients living in Dorchester and Roxbury communities who are unable to find work after benefit termination would suffer great difficulty meeting their needs as a result. This new WtW initiative initially launched by the Boston Technical Venture Center (BTVC) is designed to link local residents in Boston's most disadvantaged neighborhoods, who lack sufficient education and training, to the technology marketplace. This new initiative will entail community outreach for "hard-to-employ" and other eligible TAFDC recipients, hiring them for production/assembly jobs at the BTVC developing an on-site Training Program and providing on-site case management for them. It targets low-income residents, long-term or time-limit welfare recipients, former recipients who have exhausted their time-limited benefits, and non-custodian parents (with minor children who are eligible for, or are receiving TAFDC, or other related benefits, as specified).

Summary

"Welfare reform represents one of the most significant policy shifts in this decade. Rather than encouraging dependency, policies that encourage responsibility are preferable". In Massachusetts alone over 50,760 families have been dropped from welfare since 1995 and the number continues to increase daily. Many of the large number of families affected in Massachusetts are in Roxbury and Dorchester and within our service areas. Welfare reform has had a big impact in these neighborhoods. Parents who are transitioning from welfare-to-work are mostly women and low-skilled workers with low education levels. Many are female head of household who live on public assistance. Under welfare reform women often feel pressure to take the first opportunity for employment made available to them. In many cases, this will most likely be a minimum wage job without benefits, and families are left without health insurance or a viable means of affording day care, transportation, and housing, among many other barriers. These families are hurting and are looking for assistance. Therefore we needed to respond to the needs of many families in our neighborhoods.

Agencies such as Dorchester Bay EDC, Dudley Street Neighborhood Initiative, Health centers and other community-based agencies have been bombarded by requests for services by families on welfare or transitioning off welfare. Therefore, we decided to conduct a study of the various institutions in our immediate area in an attempt to have a clearer understanding of resources and services for these families. As the opportunity arose to do a Welfare-To-Work program as a collaborative managed by the Boston Technical Venture Center, we embraced it with the hope of helping our families.

This new initiative was designed to entail community outreach for “hard to employ” and other eligible TANF recipients, hire them for production/assembly jobs at the BTCV, develop an on-site Training Program, and provide on-site case management for them. The plan was to hire 120 welfare recipients over a 30-month period and to successfully retain 100 of them for permanent employment.

The funds were granted to start the program, the collaborative was formed, the recruitment coordinator was hire and the training development and plans for recruitment are in place. However, the plans for the job placement did not go according to plan due to administrative issues. The grant was transferred to the Action for Boston Community Development (ABCD), which changed the project name to WtW Pathways to Success. Its goal is to assist the many individuals transitioning off of welfare in a successful transition leading to job placement. The program provides comprehensive workforce development skills combined with job placement opportunities with public and private partners. Although there was no task that had not been initiated, due to the delay in the program start and grant transfer, much still remains to be done. The BTVC initial objectives were to help local technology innovations successfully move into commercial production within the City of Boston’s Empowerment Zone; and to create job opportunities in the technology marketplace and to link these jobs to local residents by providing educational and technical training. The purpose of the business incubator was to nurture young firms during their initial operating phase by providing hands-on management and technical assistance, access to financial and business services, shared office services and equipment, rental space and flexible leases – all under one roof. The space was identified at the Marine Industrial Park, in Boston’s Empowerment Zone, and some young firms were also identified and ready to

commit, but BTVC took too long to negotiate the contract and the lease was never signed. Therefore, this did not help to accomplish the goal of having the on-site on-the-job training and 100 placements by the year 2001. Instead, the first round of training was completed in November 2000, but there were no jobs at the incubator to place people. In changing the scope to accomplish part of the goal, we began to place some of the participants on jobs available outside the incubator (for those who were already recruited).

So far, forty-five (45) people were screened: 8 of 70% eligibility and 37 of 30% eligibility; six (6) were placed in jobs at different locations and four (4) are in the process of being placed; ten (10) were referred to GED and ESL programs; six (6) were referred to computer training programs; and eight (8) were referred to job placements. 3 training sessions have taken place with 10 participants in each session. The others (11), who are hard to employ, are receiving social service assistance. Under the new ABCD (Pathways to Success) contract with DOL, the first rounds of training are scheduled to begin September 24, October 29, and November 19, 2001. As part of my project, I was able to identify 9 team members and to develop the training curriculum according to their needs. We met twice to work on training topics and discuss the evaluation process. Two (2) leadership development and one (1) economic literacy workshops were held and we are working on the first draft of the project evaluation development. We will be having ongoing meetings as the project develops and identify more team leaders. The goal is still to recruit and train 120 and to retain 100 on the job by December 2002.

The Dorchester Bay EDC service area of 56,520 people has a 12% unemployment rate. Many residents are illiterate or have language and many other barriers to employment like criminal

records, adaptations, and a lack of childcare and/or transportation. As a result, many residents are facing chronic economic uncertainty and anxiety, particularly as rents and other expenses skyrocket throughout the Boston area. DBEDC's industrial and commercial development work will provide valued connections to potential employers. DBEDC is now starting construction on an 80,000 square foot facility for Spire, the largest computer graphics and printing firm in New England, that will bring 140 jobs and create 40 new jobs at all levels the first year, with anticipated growth of 20-30 new jobs annually throughout the company. The new Pathways to Success project (WtW) under ABCD offers different paths to employment and is targeting residents in Dorchester, Roxbury and South Boston for high levels of job readiness training and preparation. The project will seek to place 100 clients in fields that match their skills, interests and abilities by December 2002.

Community Profile

Dorchester and parts of East Roxbury, located approximately 2.5 miles from downtown Boston, is one of the poorest neighborhoods in Boston. Its population is very diverse with about 56,000 residents, including African American, Latino, Cape Verdean, Whites, and Asians. The median income is approximately 50% of the citywide average; approximately 1/3 of its population lives below the poverty line. Many are female heads of households who live on public assistance. Although we learned that 50,760 Massachusetts families were dropped from welfare since 1995, and the number continues to increase daily, 61,240 still remain. Twenty seven percent (27%) of our 25,000 residents are receiving public assistance, and 12% of families remaining on welfare in Massachusetts live in Dorchester and Roxbury. According to the Massachusetts Department of Transitional Assistance (the state's TANF agency), as of April 1997 there were 77,942 individuals

receiving TANF assistance in the Commonwealth of Massachusetts, and 14,939 individuals receiving assistance in the city of Boston. The City of Boston has 20.2% of the State's long-term welfare recipients. According to the Census, Massachusetts had 519,339 people (or 8.9%) living below the poverty level. In comparison, poverty rates for the targeted neighborhoods on the WtW project were: 17.3% for South Boston, 20.7% for Dorchester, and 15.1% for Roxbury. According to the Division of Employment and Training there were 8,456 unemployed persons in the City of Boston.

Background Information to The Problem

The purpose of our study was two fold: 1) to learn how welfare reform has and will impact our residents and our community at large and 2) to form a Community Response Network to take actions with residents and neighborhood organizations. We come to the conclusion that both residents and institutions, such as Community Development Corporations (CDC's), businesses, churches, human service agencies, childcare agencies, and neighborhood health centers and schools, were all being affected by welfare reform. According to the survey responses of these organizations, residents were under emotional distress, having trouble meeting their responsibilities, having trouble paying bills, paying rent, are unable to provide adequate supervision to children, are losing their housing, and are not finding jobs, to mention only some social issues. Institutions in the human service sector were experiencing an increase in the demand for resources and services, and their staffs feel overloaded dealing with families in crisis. CDC's reported increases in rent arrearages and demands for services and access to job training and education. "CDC's capacities to meet financial obligations could be undermined by reduction in rent collection" (statement of interviewed activist).

Dorchester Bay EDC owns 507 subsidized housing units, most of which are occupied by current or former welfare recipients. In our service area of 56,520, our own residents are mostly low-income families. We were already involved in responding to the needs of our residents and feel that welfare response is also part of our mission. As our study states, "we must call upon the city, state, and federal governments, private foundations, the corporate sector and the citizens of this commonwealth to respond compassionately to this crisis with all possible resources". Therefore, as the opportunity arose to do a Welfare-To-Work program as collaborative managed by the Boston Technical Venture Center, we embraced it with the hope of helping our families. The BTVC is a public-private incubator for emerging technology businesses. It has been launched by Boston Edison Company to support a new welfare-to-work initiative to link local residents in Boston's most disadvantaged neighborhoods to the technology marketplace. The initiative entailed doing community outreach for "hard to employ" and other eligible TANF recipients, hiring them for production/assembly jobs at the BTCV, developing an on-site Training Program, and providing on-site case management for them. The plan was to hire 120 welfare recipients over a 30-month period and to successfully retain 100 of them for permanent employment.

Problem statement

We feel that if nothing is done about the lack of skills training for welfare families, many "families cut off cash assistance without an alternative income source could result in not only destabilizing the families but equally their ability to pay rent. This could result in foreclosure (of those who own rental units)." There will be unemployment, distressed families, school dropouts, an increase in violence, and some people will go hungry. Additionally, families entering the workforce will be

facing a variety of issues and barriers such as lack of education and training, lack of child care, lack of job experience, and transportation issues, among many others. The withdrawal of welfare support remains a problem for many poor families in our communities.

Goal Statement

- 1) Project goals: to recruit, train, and place 120 TAFDC recipients and other low-income residents in good paying jobs. DBEDC definition of the project goal: 1) to make sure that the individuals referred to training and employment meet the eligibility criteria; 2) to play a significant role in making employment opportunities in and outside the incubator available to unemployed or low-income individuals who reside in the target areas; 3) to reduce unemployment in the target area; 4) to address the long-term economic outlook for families in the Dorchester, Roxbury, and South Boston.

Objectives

Our goal objectives are:

- To link unskilled community residents to jobs leading to career-building opportunities;
- To place individuals into work quickly and provide continual employment-based training;
- To provide long-term employer-based support services to ease the transition into the workplace effectively, and to enable individuals to maintain employment successfully;
- To place at least one hundred 100 TAFDC recipients into work by 2002;

- And to use intensive recruitment to local organizations, subsidized housing developments, and target neighborhoods.

Project Product

Participants of this program will gain valuable skills and a chance for self-sufficiency.

The funds were granted to start the program, the collaborative was formed, the recruitment coordinator was hire and the training development and plans for recruitment are in place. Although there was no task that had not been initiated, due to the delay in the program start and grant transfer much still remains to be done. The BTVC initial objectives were to help local technology innovations successfully move into commercial production within the City of Boston's Empowerment Zone; and to create job opportunities in the technology marketplace and to link these jobs to local residents by providing educational and technical training. The purpose of the business incubator was to nurture young firms during their initial operating phase by providing hands-on-management and technical assistance, access to financial and business services, shared office services and equipment, rental space and flexible leases – all under one roof. However, although the space was identified at the Marine Industrial Park, in Boston's Empowerment Zone, and some young firms were also identified and ready to commit, BTVC took too long to negotiate the contract and the lease was never signed. Therefore, this did not help to accomplish the goal of having the on-site on-the-job training and 100 placements by the year 2001. Instead, the first round of training was completed in November 2000, but there were no jobs at the incubator to place people. In changing the scope to accomplish part of the goal, we began to place some of the participants on jobs available outside the incubator (for those who were already recruited). So far these are the results:

- forty-five (45) people were screened
- ten (10) were placed in jobs at different locations
- ten (10) were referred to GED and ESL programs
- six (6) were referred to computer training programs
- eight (8) were referred to job placements
- others (11 of those hard to employ) are receiving social service assistance
- three (3) job readiness/training sessions with 10 participants each session were conducted

As for my project, I was able to identify 9 team members and develop the training curriculum according to their needs. We have met three (3) times so far to work on training topics and discuss the evaluation process. We did the first leadership development training, an economic literacy workshop, and we are working on the first draft of the project evaluation survey. We will be having ongoing meetings as the project develops and identifying more team leaders. Under the new ABCD (Pathways to Success) contract with DOL, the training started September 24, October 29, and November 19, 2001. The goal is still to recruit and train 120 and to retain 100 on the job by December 2002.

Beginning Outputs

- 1) Outreach, assess, train and refer 120 TAFDC recipients to be placed in good paying jobs and retain 100 by 2001;
- 2) develop leadership skills among recipients;
- 3) have a trained and empowered action team of former welfare recipients that will be a model for new similar programs

Expected Output

The desired output for this target population will be to:

- 1) have the 100 TAFDC recipients placed in good paying jobs by 2002;
- 2) develop leadership skills among recipients;
- 3) have a trained and empowered action team of former welfare recipients that will be a model for new similar programs.

Additionally, the participants will have the opportunity to learn how to work as a team in a continual learning environment: educational, ESOL, and occupational; job opportunities for limited-English-speakers and individuals with disabilities; and exposure to technology and to entrepreneurs, including minority and women entrepreneurs, that have formed successful businesses from technology ideas.

Actual Output

No major outputs have been fully achieved due to the delay on program start. However, the training schedule is in place and outreach is being conducted to identify qualified participants:

- 10 individuals were placed in different jobs;
- 10 were trained and are currently in search;
- 7 are attending GED and ESL programs;
- 6 are currently attending computer training.

An action team to provide peer support and help evaluate the project was created. Full job readiness training and placement started September 19, a second cycle on October 30, and the third cycle on November 19, 2001 with the new Pathways to Success. The following are some of the outputs that have been partially achieved: three (3) training cycles were completed and training

will be ongoing from 6 – 8 weeks per session, until we reach the program goal of 120 placements; job placements have been partially done; referrals to transportation, child care, and training were made; collaborative meetings were held; Action Team/support group met three times, had their first leadership development and economic literacy training, and will continue to meet monthly; some of the team members are taking place on training programs such as computer, ESL, and GED; workshops curriculum for the team was developed along with the leaders; and evaluation steps have been taken with the team and will be developed fully along the way. Almost all of the tasks have been initiated and are ongoing. The only thing that is not in place so far is the incubator that will facilitate the placement of jobs through the BTVC administration.

Program Changes

The purpose of the project remains the same, however, the goal did not go as planned. The goal of this project was to have 100 individuals into jobs by the year 2001. This goal was not achieved as planned because the program started late, the collaborative lost employees due to delay in solving administrative related issues, and a lack of strong leadership from the part of those in the administrative position. The new program goal is to have these same number of individuals trained and placed in jobs by 2002. Had the administration of the program been more proactive, the goals of this program would have been achieved on time. The recruitment was done, the training curriculum was set and ready to go, but since the contract for job placements was set within the job incubator, when the time came for job placements the space at the incubator was not ready. The contract was still under negotiation and there were no employers. The employers had lost their contract and interest. This caused major delay in the program start. Since BTVC had the grant for over a year and was unable to achieve the goals of the program, the Labor Department decided to

pull the grant away from them and search for a new potential administrator. They transferred the grant to ABCD, which took a long period of time for the new negotiation and caused more delay in the program. Now the program negotiation is on its final stage and training and placement will start soon. I believe that this program could have achieved its goals on time: 1) had the Department of Labor checked carefully about the history, experience and the capacity of the institution administering the program and in charge of decision-making; and, 2) had the program contract had more flexibility for job placements outside the incubator, ensuring that the qualification criteria would not restrict and limit the ability to identify potential program participants.

Input

Input was received from many different sources. Starting with my own agency staff involved in the Welfare-to-Work included the Executive Director, Department Director (myself), a program manager, the outreach coordinator, finance staff; the collaborative members included BTVC grant administrator, Jewish Vocational Service (JVS) training and job placement, program participants, the support group, existing programs similar to ours, my peers, through my own observations with initiative's involvement, from interviews, notes from meetings, and by consulting data as they relate to the program. With all these inputs we were able to identify some of the participants' need, and coordinate and structure the program. With ongoing involvement and communications with all parties involved we were able to make the goals of the program possible.

Evaluation

Qualitative and quantitative data was gathered through focus groups, 1:1 interviews, surveys when needed, and utilizing some of the information already compiled by the collaborative. We will focus on these areas:

- Effectiveness of criteria selection of recipients
- Effectiveness of the job readiness services
- Post-employment assistance and status
- Job type, location, wages
- Job Retention rates
- Support services for TAFDC residents
- Case management services
- Development of leadership skills
- Progress on potential barriers before, during, and after job-readiness training and employment
- Results

We had 3 focus group meetings with the program participants and DBEDC program staff meets regularly to evaluate the effectiveness of the job readiness, post-employment assistance, participants' selection criteria, and support services. Through the feedback of participants, we discovered that while the support service has been effective, the job readiness training is not meeting some of their needs. Some participants feel the need for more of job training and skills building. Others feel that the cycles of job readiness is too long (5 weeks per cycle) and are loosing interest half way through. A collaborative meeting is scheduled for December to address

these issues and work on ways of improving and/or redesigning the curriculum. We also noticed that there are many individuals who are being recruited for the program according to the selection criteria, but that have barriers to employment and cannot participate in the trainings and/or job placement until they overcome these barriers. These include: language, literacy, adaptation/adjusting to work place, and getting along with others. Even some of those who are placed into jobs are having difficulty adjusting to the work place. DBEDC has been assisting these individuals getting into programs that will help them overcome these issues. An additional educational workshop is being provided through the Action Team development in the area of conflict resolution, team building, self-esteem building, etc. The job retention rate will also be low due to these issues and difficulty in identifying individuals that will meet the selection criteria. The Action Team trainings are evaluated at the end of each session. We discuss what worked or did not work, what they learned and how helpful was the information provided, and what needs to change/improve.

Method of Monitoring

The monitoring of the program has been ongoing starting immediately after the first group of people were screened and referred to employment training. We meet with trainees before, during, and after the training cycles to check on learning progress, and to identify barriers and need for assistance. We followed-up with both employers and employees about employment progress. I meet by-weekly with the program coordinator and the program manager to make sure we are meeting our recruitment goal and we meet as a team monthly to make sure we are fulfilling our responsibilities. The collaborative meets quarterly to discuss program progress and review goals accomplishments. Some of the goals were accomplished as mentioned previously, and the overall

goal accomplishment is expected to be done by December of 2002. Some of the criteria listed above are and will continue to be monitored daily, weekly, and/or monthly.

Stakeholders Analysis

The following is the list of Stakeholders and their level of participation in the project.

- **Welfare recipients and community residents:** will get jobs that will lead to the improvement and empowerment of their lives. They are the direct beneficiaries of the WtW project and of my CED Action Team leadership development and project evaluation. **Results to date:** 20 job placements; computer training; social service assistance; 9 support group team members.
- **Program Manager and Program Coordinator:** are responsible for the daily outreach, screening, and referrals. **Results:** 100 outreach; 43 screening done; 30 referred to training; follow-up to 30; assistance with childcare and transportation.
- **Dorchester Bay EDC & ABCD** are the recruitment managers. **Results:** 3 job readiness training cycles with 10 participants each cycle; 10 progress check meetings; follow-up to job placements.
- **Jewish Vocational Services (JVS):** the trainer leader for job readiness case management, teaching and post-placement. They manage the in-take coordination, training program, ongoing case management activities, and grant reporting. **Results:** ongoing trainers of the job readiness training cycles along with ABDC (see schedule attached).
- **ABCD:** will see the overall management of the project, grant, tenant businesses, etc. The other collaborative/partnerships of this program include: Department of Labor, the funder of this project; BTVC, the former administration of the project and responsible for the job

incubator; Massport, MBTA, and the Massachusetts Institute for Technology – leaders for Manufacturing Program, Northeast Vehicle Consortium, One Stop Career Centers, Department of Transition Assistance, Office of Jobs and Community Service (JCS), and the Boston PIC. These supporters will be providing ongoing various professional services and business assistance. **Results:** Transportation to TAFDC recipients, assistance with providing childcare; assistance training curriculum; and job network.

If everything goes well, the outcome should be positive for all the stakeholders. The WtW participants will gain skills, get good jobs, and hopefully attain economic autonomy. The collaborative will benefit from the success of the program.

JVS Job Readiness Program Model

ORIENTATION	WEDNESDAYS 12:00 pm - 3:00 pm			
FOCUS	Program Components	Operating Procedures	Intake, Assessment, and Enrollment	Service Delivery, Referrals, and Client Services
	Job Readiness Training workplace competencies job development and placement options case management and client services structured job search customized education and training	attendance participation evaluation reporting	eligibility and verification client information TABE	CORIs credit reports Child Support Enforcement DTA/DET child care transportation health care emergency services

JOB READINESS TRAINING	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
FOCUS	Wants and needs	Work	Choose a Job	Get the Job	Keep that Job
CORE CURRICULUM	Personal Development	Career Development	Professional Development	Professional Development	Job Retention Skills
DAY 1	personal strengths and weaknesses	employer visits and presentations	Job Search Skills I classified ads, networking, and on-line listings	Job Search Skills II presentation and appearance	workplace culture and ethics
DAY 2	life skills and daily activities	basic employability skills	applications	interviewing	organization and time management
DAY 3	interests and aspirations	entry-level opportunities, skills, and training	cover letters and telephoning	thank yous	communication and relationship building
DAY 4	barriers to personal growth	career ladders and career planning	employer visits and presentations	decision making	conflict resolution
DAY 5	personal goals and futures planning	resume and references	feedback and follow up	resources, referrals, and supports	stress management

WORKPLACE COMPETENCIES	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
NUMERACY	basic math review	concepts of business math	rounding off and estimating	using a calculator	personal money management
LITERACY	speaking and listening skills	business English	vocabulary development	reading for information	note-taking and note writing
OFFICE SKILLS	answering the phones and greeting customers	taking messages and scheduling	keyboarding and data entry	forms, filing, and copying	faxing and mailing
COMPUTER SKILLS	introduction to PCs and MS Windows	introduction to MS Word and desktop publishing	introduction to Internet, e-mail, and on-line applications	introduction to spreadsheets and databases	customized computer skills upgrade

POST JRT	WEEK 6			
FOCUS	Personal Development	Career Development	Structured Job Search	Client Services
ACTIVITIES	re-assess barriers to personal growth re-develop goals and futures plan access resources and supports	job shadowing internship on-the-job training customized skill building	1:1 with job developer Job Club resource room	

My role in the Project

- My job as Director of Organizing is managing the organizing department programs (including the Welfare-to-work Initiative--I supervise the project manager and recruitment coordinator), assist civic groups in target areas of the community in building broader organizational power, build partnerships with local organizations, and help strength

neighborhood associations crime prevention in less organized areas. The WtW project planning started in 1998 and since then I have been working closely with the project. In the Organizing department where our welfare-to-work program is housed, I will be overseeing the recruitment role (that is the prime responsibility of my organization). I meet weekly with the project manager and the recruitment coordinator to check outreach progress.

- **My CED project role is to:** Identify and organize 8 – 10 TAFDC recipients within the project; develop leadership; and form an “Action Team” to help analyze the Collaborative goals/objectives and measure its progress. I will be assisting the team in addressing the challenges of the transition and issues they will be facing with this initiative. At the same time, I will work with them in developing leadership skills that will help them take a stand when faced with issues. I expect to gain some new skills by doing this, enhance my evaluation skills, and gain some experience in putting this group together. I want to learn as much as I can about the effects of welfare reform as well as about those who are being directly affected by it. Within my CED project I will also be responsible for the **evaluation design of the WtW, the Action Team leadership development, and the implementation of the 12 monthly action steps** as described below:

2001 Monthly Action Steps

Activity	January-March	April - June	July-September	October-December	Person Responsible
Recruitment of team members from pool of TAFDC recipients; 1:1 identify issues; leadership development training; determine roles; introduce team to collaborative; define measurement.	X				Teo Lourdes - Coordinator Renea - Manager
Establish meeting routine with team and collaborative; develop evaluation goals; leadership building training; involve team members in collaborative project.		X			Teo Lourdes Renea Outside facilitator (TBA)
Ongoing work with team, check progress; assist team in addressing issues; create alternative plans; leadership training; prepare for action.			X		Teo Renea Lourdes TAFDC Team members
Assist team in ensuring that goals are achieved; summarize information; measure learning progress; make recommendations; finalize evaluation piece, present progress/findings.				X	Teo Renea Lourdes Team Members

SWOT Analysis

What	When	Where	Why	Who
Welfare -To-Work Employment & Training Initiative to recruit, train, and place 100 TAFDC recipients and other low-income residents in good paying jobs.	April 2000 through December 20002	South Boston, Dorchester and Lower Roxbury	Link under skilled community residents to jobs leading to career-building opportunities; place individuals into work quickly and provide continual employment-based training. The best way to learn job skills is to combine work and training; to provide long-term employer-based support services to ease the transition into the workplace effectively and to enable individuals to maintain employment successfully, and reach economic independence.	<p>To help welfare recipients and low - income residents with long-term or time limit welfare recipients and former TAFDC recipients who have exhausted their time limited benefits, and noncustodian parents.</p> <p>Collaborative staff responsible for the planning and implementation of the project, project managers, coordinators, employers.</p>
Strengths		Weaknesses	Opportunities	Threats
- This initiative aim to provide high tech manufacturing jobs with training and jobs all in one location. The project has grant, staff for recruitment, equipment, training component, and placement sites in place. It is not just based on customer service but on improvement and empowerment of people's live.		<ul style="list-style-type: none"> - Collaborative members need to work and communicate better with each other. - Criteria selection set to meet the goals are not as flexible. - BTVC ability to recruit employers within reasonable time frame. 	<ul style="list-style-type: none"> - TAFDC recipients will get jobs that will lead to the improvement and empowerment of their lives - New job skills - Income stability - Building of partnership among organizations - Leadership skill building - Economic autonomy 	<ul style="list-style-type: none"> - Grant can be pulled away if collaborative does not meat its goals - Employers might not have large number of jobs available - Collaborative members might not be able to continue to work together in communications does not improve - I might not have a project if it does not work well for everyone.

Conclusion/Recommendations

The DOL pulled out the grant contract from BTVC and transferred it to ABCD. Under the ABCD's administration, the project is called "Pathways to Success". The project scope of work remains the same. It is still a new funded federal welfare-to-work project in partnership with Jewish Vocational Services and Dorchester Bay EDC, and BTVC can still remain in the picture if they are able to make their incubator work for job placements. It seeks to serve former TAFDC recipients and low-income custodial and non-custodial parents. PSP is targeting residents in Dorchester, South Boston and parts of Roxbury for the same high level of job readiness training and preparation. The Pathways to Success Project (PSP) gives a more flexible plan to place clients in fields that match their skills, interests and abilities, as opposed to the BTVC's WtW plan of placing clients in the incubator's light production and assembly positions in the emerging technology field. The two major factors that prevented the ability for project completion were: The BTVC inability to complete the incubator and recruit employers, and the program's qualification requirement for WtW participants' selection. The BTVC enlisted the outreach and recruitment services to Dorchester Bay EDC and South Boston Neighborhood Development Corporation, both of whom have experience with providing employment-related services to their residents and who have established community networks. This would have allowed us to set up services and place WtW recipients into jobs at the BTVC incubator. Both Dorchester Bay and South Boston have working relationships with JCS and the PIC, which would facilitate a smooth service delivery system. The JVS, in addition to job readiness training, would be the primary link between the clients and the jobs and responsible for completing the orientation session, receiving information and application forms, scheduling and entrance interviewing, and attending the entrance interview.

Since the program did not start as planned, South Boston NDC dropped out of the program after they realized that BTVC was moving too slowly. DBEDC remained with the program and continued to do recruitment and screening with the promise of being able to place clients into the BTVC jobs. However, BTVC was unable to have the incubator ready or employers in place as planned. This really affected our ability to continue to recruit, train, and place people into jobs. And, therefore, affecting the ability to have the “Action Team” members fully trained and empowered to take actions and fully evaluate the project.

The project as designed under the BTVC leadership, would have been a unique project to assist those in transition from welfare to work. Designed to link welfare recipients and other low-income residents to entry-level production and assembly jobs, it would provide a unique atmosphere offering trainable job opportunities in the technology and production industry, continual employer-based training, and an effective support system and great benefits to clients. The down side of the project accomplishment occurred because of a lack of good techniques and experience.

If we could start over again, I would recommend: 1) a more proactive role in identifying grant administrator, and more time should have been allocated in searching for experienced and aggressive project administrators. 2) that the collaborative members should and need to meet regularly and review project progress, tasks and accomplishments. And work closely with project administrator to ensure the accomplishments of goals. 3) The selection criteria for WtW recipients should have been carefully studied to facilitate project goals accomplishments. Finally, have an ongoing monitoring system in place and stronger community involvement.

Welfare-to-Work Project

Dorchester Bay Economic Development Corporation Budget

Recruitment Manager	\$87,500
Full-Time @ \$40,000 annual salary	
Fringe @ 25%	

Community Outreach	\$20,000
Recruitment Manager Expenditure (including supplies and postage for mailings)	

Computer	\$1,400
Estimated Costs:	
Computer @ \$900	
Software package @ \$330	
PC Anywhere package (to link to database) @ \$170	

Other Expenses	\$20,000
(including Director's time, administrative fee, Team leadership training)	

TOTAL DBEDC BUDGET \$128,900

Communications Technology

Use of technologies included:

- Computers and lap tops
- E-mail to communicate back and forth with the program collaborative members and the various stakeholders
- Research done through the Internet
- Mailing
- Caucus to report progress/update about the program
- Power point presentations
- Computer training
- Statistics information gathering

Annotated Bibliography

Articles read:

1) Off Welfare... On to INDEPENDENCE. A joint study by: Massachusetts Taxpayers Foundation and United Way Of Mass Bay that talks about the federal law as it relates to federal program, state to state initiatives about welfare reform, and time limits. It addresses the impact of WtW on participants and works toward ways to influence changes, promote the most effective use of tax dollars, improve the operations of state and local governments, and foster positive economic policies. The information is directly related to my project and it is useful.

2) Training the Commonwealth's Workers for the New Economy. I reviewed]the areas of workforce development and training that discussed the investment in education and training, opportunities and job experiences.

3) Division of Employment & Training. The Massachusetts Job Outlook Through 2006
Working for America Institute. High Road Partnership Report, 3/14/2001

4) Getting Good Jobs: A Guide to Job Training for Caseworkers and Others Helping Welfare Recipients Enter the Workforce. National Partnership for Women and Families: Preventing Discrimination, March 1999.

5) New Skills for a New Economy: Adult Education's Key Role in Sustaining Economic Growth and Expanding Opportunity. December 2000. Massinc.org/research/index.html.

I also checked the newspaper & wire services Media Coverage on the Self-Sufficiency Standard for Mass Families. I had to check some statistics on the very low-income categories for our proposal purpose.

6) What Comes After Welfare Reform. A guide to service providers and advocates in Greater Boston by ABCD. I reviewed the section of resources directory and calendar of welfare reform-related events and meetings to check if there is any information section that I could attend and/or refer participants. However, none fit my schedule.

7) The Self-Sufficiency Standard: Where Massachusetts Families Stand - 2000 report. It talks about women's education, family self-sufficiency standards, and the struggle and the challenges families are facing to make ends meet in today's economy. This is a topic of interest to me since it relates to our work with WtW families.

8) Boston Connects, INC. Work readiness services update, 2001. Reviewed background and grant request information. The program coordinator and myself attended their orientation session about upcoming grants. However, we cannot apply since we are outside their zoning code.

References

Boston Technical Venture Center Welfare-to-Work Program Guide, Boston, March 2000

Unpublished guide.

Dirrane, Michael J. and Steven D. Pierce (1999, January). Impact of Welfare Reform on Development, Massachusetts Housing Finance Agency, Boston.

Leonard, Margaret A. LSA (1999, February). We Need to Stand Together: The Impact of Welfare Reform on the Dudley Street Neighborhood and the Community's Response to the Challenge. A study commissioned by the Dudley Street Neighborhood Initiative, Boston.

Withorn, Ann and Pamela Jons (1999). Worrying About Welfare Reform: Community-Based Agencies Respond, Boston Academics Working Group on Poverty, University of Massachusetts Boston, CPCS.

Wood, Michael (1999, March). From Welfare to Work: Using HUD's Programs to Help Families in Transition, U.S. Department of Housing and Urban Development Office of Policy Development and Research, Washington, DC.

Donahue, John et al, Opportunity Knocks: Training the Commonwealth's Workers for the New Economy, Massachusetts Institute for a New Commonwealth, Boston, 2000.

Off Welfare...On to INDEPENDENCE. A join study by: Massachusetts Taxpayers Foundation
and United Way of Mass Bay, April 2001.