



Snapshots of Promising Practices

Fall 2009



*Temporary Assistance for Needy Families Faith-based and Community Organizations
(TANF-FBCOs) Initiative*

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TABLE OF CONTENTS

Introduction	1
Bethel Development Corporation.....	3
Coastal Bend Center for Independent Living	6
Dorcas Place	9
Eaglevision Ministries, Inc.	13
Faith Connections	17
Faith Partners	21
Family Promise of Reno-Sparks.....	24
Future Foundation.....	27
The Giving Tree Outreach Program.....	30
Henry Street Settlement	33
Interfaith Hospitality Network of Greater Johnson City, Inc.	37
Jesus Christ Tabernacle of David Outreach, Inc.	40
Jobs Partnership of Greater Washington.....	44
Kairos Ministries, Inc.	47
Life Development Institute.....	50
LifeSTARTS Youth and Family Services, Inc.	53
Lower Lights Ministries	56
Missouri Valley Community Action Agency	59
Pathways-VA, Inc.	62
Sacramento Healthy Marriage Project.....	66
Tacoma Rescue Mission	70
Transition House, Inc.	73
YMCA Training, Inc.	76
Appendix A: Letter from Robin McDonald	79
Appendix B: Discussion Guide	80

Introduction

The Temporary Assistance for Needy Families Faith-based and Community Organizations (TANF-FBCO) Initiative is a three-year project funded by the Office of Family Assistance (OFA) to help foster strategic partnerships between TANF agencies and local faith-based and neighborhood organizations. The purpose of TANF-FBCO is two-fold. First, we seek to understand and record existing successful partnerships between TANF and FBCOs in communities across the country. Second, TANF-FBCO seeks to distill these leading practices so that local leaders on “both sides of the table” can know what works in TANF-FBCO partnerships and how these practices might be adapted to their local contexts and conditions. As with all technical assistance efforts for the TANF program, the ultimate objective of this project is to help TANF recipients and their families move toward economic self-sufficiency.

This report—Snapshots of Success—is based on and an analysis of the 139 promising programs (see Compendium) and offers a window into 23 of the nation’s leading faith- and neighborhood-based, intermediary organizations that are working everyday with TANF recipients and other low-income populations. The selected groups range from those deeply motivated by faith commitments to those which are entirely secular in nature; from highly professionalized to volunteer-driven efforts; from groups serving TANF families to those who support ex-offenders re-integrate into society; and from organizations serving highly urbanized to rural settings representing all 10 ACF regions.

Faith-Based and Community Organizations Outreach

Out methodology for compiling the 25 organizations covered in this report has been documented in early publications related to the TANF-FBCO project. We began with a total universe of 250 organizations that seem to play a role in supporting low-income families. From this group, we distilled 139 that appeared to have a partnership with a TANF or Workforce agency. Then, with substantial input and assistance from OFA leadership, we identified the 25 we believe to be the most promising and requested that these groups engage in a 60-minute interview with project staff to flesh out our understanding of their practices and projects they were engaged in. A copy of the letter sent to this smaller group of FBCOs seeking their participation is included as Appendix A. In advance of the interview, all program directors received a two-page discussion (Appendix B) guide, listing the areas of inquiry to be covered. In some cases, program leaders took time to complete this set of questions in writing, in advance of the phone discussion. More typically, however, the program leaders consented to have the call recorded for accuracy, and our project staff followed up these discussions by e-mail or telephone with the site directors to make sure our written summaries of each discussion were as accurate as possible. Site directors and program staff were also afforded the opportunity to review a draft of our summaries.

The Snapshots

Each of the 23 organization “snapshots” covers critical information about the local organization and the context in which it operates including: local or state unemployment rates; median income levels; state TANF caseload; the extent of volunteer involvement in service delivery; and the

integration of other publicly-funded services, such as Workforce Investment Act One-Stop career Centers.

This introductory context is followed by a more descriptive overview of the profiled organization. In each case, this includes a concise description of the organization's mission, an overview of its staff structure (including its budget), some information about the population served, and a clear description of the services the FBCO provides. In this section, we draw out the distinctive elements that define each group's vision, mission and strategy. The last section looks at partnerships—first and foremost with TANF agencies, and secondly with One-Stop Career Centers, local Workforce Investment Boards, and other federally funded benefits and programs. We have cataloged explicit partnerships, both direct and indirect, between TANF programs and local FBCOs including the frequency of interaction, mutual referral arrangements and whether formal Memorandums of Understanding have been established. A related overview of the organization's other formal or informal connections—with local businesses, One-Stop Career Centers, religious congregations and groups of volunteers—concludes each profile.

Bethel Development Corporation Millville, New Jersey

Millville Demographics

The Bethel Development Corporation is a faith-based organization serving low-income residents in Millville, New Jersey. As of 2007, Millville had a population of 27,272 of which 3,356 families had children under the age of 18.

Millville is located in Cumberland County, the poorest county in New Jersey, and was ranked 628 out of New Jersey's 702 municipalities in terms of per capita income. With a number of industries having left the region over the years, in 2007, Millville had a median income of \$47,043 and an unemployment rate of 8.8%

In 2008, an average of 79,565 recipients - including 33,468 families and 56,373 children - were receiving TANF benefits in the state of New Jersey. More information regarding Millville's demographics are presented in Exhibit 1.

Bethel Development Corporation Programmatic Information

Mission

Bethel Development Corporation provides social services and job-training to low-income residents in south Millville.

Organizational Structure

The Bethel Development Corporation (subsequently referred to as Bethel) is operated by five staff, two of whom are former TANF recipients. These staff are supported by a group of 50 volunteers, primarily members of the Bethel Church. Additional volunteers come from local high schools as well as the greater Millville community.

Exhibit 1: Demographic Information for Millville¹	
<u>Population</u>	
2007	27,272
<u>Ethnicity (2007)</u>	
White	74.7%
African-American	17.9%
Asian or Pacific Islander	1.1%
Hispanic or Latino origin ²	14.3%
<u>Age Composition (2007)</u>	
0-19	7,764
20-24	1,563
25-44	7,967
45-64	6,615
65 +	3,363
Median Age	36.9
<u>Gender Composition (2007)</u>	
Male	12,934
Female	14,338
<u>Median Income (2007)</u>	
per household	\$47,943
<u>Unemployment Rate</u>	
2007	8.8%
<u>New Jersey TANF Indicators (FY 2008)</u>	
Recipients (average)	79,565
Families (average)	33,468
Children (average)	56,373

¹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

² Hispanics may be of any race, so also are included in applicable race categories.

Started in 2004 with an initial grant from the Workforce Investment Board, Bethel now receives funding from the New Jersey Department of Labor and Workforce Development office, the New Jersey State Office of Faith-Based Initiatives, the Cumberland County One-Stop Career Center, the local school-board, TANF, WIA, and Weed & Seed.

Population Served

Individuals served through Bethel Development Corporation are low-income residents, out of school individuals, young students in needs of assistance, single moms, returning prisoners, unemployed or under-employed individual, and the homeless. Approximately 50% of the individuals served through Bethel receive TANF benefits.

Last year, Bethel served 26,000 meals to low-income residents, senior citizens, and the homeless, and conducted outreach to 5,000-6,000 individuals. It also provided employment assistance to 120 individuals, 75% of whom were able to retain employment up to six months. Bethel's education and training programs serve 875 people every year. Last year over 50% of the 89 individuals assisted with GED study sessions successfully passed the GED.

Services

Bethel Development Corporation's programs focus on meeting individuals and families basic needs, and then assisting them in gaining employment so that they can become self-sufficient. Bethel provides basic-need support through its soup kitchen and food pantry. It also operates a Neighborhood Services Center which helps community members attain and sustain basic life needs, such as utility assistance. Individuals struggling with substance abuse/addiction can receive services through Bethel's partnership with the New Jersey Access Initiative (NJAI). Through this partnership individuals struggling with substance abuse/addiction are provided assessments, transportation, case management services, and mentoring services.

Bethel also offers educational services through its GED program, "Each One, Teach One." This GED program offers specializes in tutoring, secondary education, training, and the ACCU college placement exam. Bethel is one of nine satellite locations to provide services in conjunction with New Jersey's One-Stop Career Center. Through this center individuals are offered assistance in career planning, resume writing, job searches, and job coaching. Individuals can also take classes in customer service, time management, goal setting, life skills, financial literacy, budgeting, and computer literacy. The services offered through this center are supplemented with supportive services and mentoring to help unemployed and under-employed individuals attain self-sufficiency.

As part of Bethel's employment and training program, Bethel operates an employment program specifically targeting low-income, out of school youth ages 18-21. Youth in this program must have at least one of the following employment barriers: tests below an eighth grade education level; be a school drop-out; be homeless; be an offender or ex-offender; be pregnant or parenting; or need additional assistance to complete an educational program. Educational programs for youth include support with basic academic skills, work readiness/work maturity activities, career-planning activities, and employment experience. Younger, elementary-age

children are supported by Bethel's after-school programs focused on tutoring and homework help.

Bethel is a Community Work Experience Program (CWEP) worksite; therefore, individuals and families who have work requirements related to their government benefits (e.g., TANF) are able to work in Bethel's Millville complex. Individuals in CWEP are provided job training and receive letters of recommendation upon successful completion of the program. Additionally, individuals required to perform community services as a condition of their probation or parole may also be assigned to Bethel.

Through its Sanction Outreach program, Bethel actively reaches out to TANF recipients who have reached a sanction status with the local welfare office. Bethel reaches out to sanctioned individuals identified through a monthly list provided by the TANF office. These individuals are provided assistance to help them overcome the barriers preventing them from being compliant with the TANF program. Some of the services provided through this program include utility assistance, rental assistance, child care referrals, and educational programs.

In addition to the above mentioned programs, Bethel houses a Head Start program as well as a WIC office.

TANF Partnership

Bethel and the local TANF office work closely together, both focusing on supporting low-income individuals and families attain sustainable employment. TANF makes regular referrals to Bethel and serves as a close partner in the Sanction Outreach program and CWEP. Bethel's commitment to working closely with TANF and supporting TANF recipients is reflected in its decision to employ two former TANF recipients. Additionally, Bethel receives funding from both TANF and WIA.

Other Community Partnerships

Bethel Church, which serves as the umbrella organization for Bethel Development Corporation, has a strong collaboration with the Greater Ministerial Alliance in Millville, a coalition of faith-based organizations throughout the wider community. Through this collaboration Bethel continues to expand its existing and new programs – as well as its referral partners. Bethel also works closely with the local police department, especially through its Weed and Seed program; local One-Stop Career Centers; local fraternities; and the city's Workforce Investment Board.

Coastal Bend Center for Independent Living Corpus Christi, Texas

Corpus Christi Demographics

The Coastal Bend Center for Independent Living (CBCIL) is a consumer-controlled, community-based organization serving individuals with cross disabilities – multiple legal disabilities - in the 12 counties surrounding the city of Corpus Christi. As of 2007, Corpus Christi was comprised 284,435 individuals and 34,486 families with children under the age of 18. With a median income of \$39,975, the main economic activities in Corpus Christi are tourism, the oil and petrochemicals industry, government, and services/wholesale/retail trade. It is also home to two military installations.

In 2008, an average of 119,340 recipients - including 53,536 families and 102,648 children - were receiving TANF benefits in the state of Texas. More information regarding Corpus Christi's demographics are presented in Exhibit 2.

Exhibit 2: Demographic Information for Corpus Christi³	
Population	Corpus Christi
2007	284,435
Ethnicity (2007)	
White	76.3%
African-American	4.3%
Asian or Pacific Islander	1.6%
Hispanic or Latino origin ⁴	58.0%
Age Composition (2007)	
0-19	86,453
20-24	21,832
25-44	75,864
45-64	68,290
65 +	31,996
Median Age	34.1
Gender Composition (2007)	
Male	138,219
Female	146,216
Median Income (2007)	
per household	\$39,975
Unemployment Rate	
2007	4.3%
Texas TANF Indicators (FY 2008)	
Recipients (average)	119,340
Families (average)	53,536
Children (average)	102,648

Coastal Bend Center for Independent Living Programmatic Information

Mission

The Coastal Bend Center for Independent Living (CBCIL) provides information and referrals, advocacy, peer counseling, and independent living skills training to individuals with cross disabilities to assist them in establishing independent lives.

Organizational Structure

The Coastal Bend Center for Independent Living (CBCIL) has eight employees in addition to three contractors who provide services in information technology, human resources, and website services. Additionally, three volunteers work to support CBCIL's programs.

³ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁴ Hispanics may be of any race, so also are included in applicable race categories.

With an annual budget of just over \$500,000, funding for CBCIL is provided by the U.S. Department of Education, U.S. Department for Housing and Urban Development, the U.S. Department of Health and Human Services, Medicaid supportive services, consumer direct services, and tenant vouchers from low-income participants.

Population Served

Each year, the Coastal Bend Center for Independent Living (CBCIL) serves approximately 600 individuals with cross disabilities. In 2008, one-third of program participants were receiving TANF support.

Interestingly, CBCIL services are *designed and operated by people with disabilities*. Individuals with disabilities also comprise 51% of CBCIL's Board of Directors.

Services

The core services of the Coastal Bend Center for Independent Living (CBCIL) include information and referrals, independent skills training, peer counseling and support, and advocacy conducted at both independent and systems levels.

Information and referral services focus primarily on the following areas: accessible and affordable housing, transportation, employment opportunities, personal assistants, interpreters for hearing impaired, and readers for the visually impaired.

CBCIL provides training courses that cover a wide array of progressive and practical areas. These include classes on public transportation systems, managing personal budgets, and computer skills in an effort to assist people with disabilities in obtaining the necessary skills to live independent lives. Support for independent living is also provided through peer counseling where peers help participants explore options and solve problems. Some of the common areas explored through these relationships including making adjustments to a newly acquired disability, experiencing changes in living arrangements, and learning to use community services more effectively.

In an effort to improve the lives of individuals living with disabilities, CBCIL provides both consumer and system advocacy. Consumer advocacy involves working with individuals to obtain necessary support services from other agencies in the community. System advocacy, on the other hand, involves CBCIL engaging in activities to make changes in the community to better support all individuals with disabilities.

In addition to these services, CBCIL offers a number of community programs. Some of these include CLASS Medicaid waiver case management, tenant based rental assistance housing, and, for individuals over the age of 60, newly blind independent living group training.

In terms of job placement, last year CBCIL successfully supported 28% of its clients in achieving gainful employment. Staff from CBCIL recognize the challenges in assisting this population with finding and obtaining employment. Some of the most common challenges include: pending SSI concerns, childcare needs, transportation needs, doctor's orders, medical

needs, fear of losing income or other benefits, and losing TANF benefits. CBCIL assists participants in overcoming logistical challenges such as childcare and transportation, while state and federal officials confront some of the others through teachings to correct misperceptions about benefit eligibility. In some instances, participants are correct in questioning whether their SSI benefits would sustain themselves – and raising these important questions from the vantage point of grassroots community-based organizations is one of the most helpful contribution of organizations like CBCIL.

TANF Partnership

The Coastal Bend Center for Independent Living's (CBCIL) primarily works with its local TANF agencies on issues related to participant eligibility. When the local Department of Health and Human Services deems that a participant is unqualified for TANF, CBCIL staff often follow-up with the local TANF office to explore the merits of an applicant's case, and, when applicable, conduct appeals or engage in advocacy.

The CBCIL's strongest partnership is with Workforce Solutions, the local Workforce Investment Board. Texas has historically resisted exempting disabled TANF recipients from the employment requirements. In an effort to effectively engage participants receiving TANF in job-seeking efforts, CBCIL partners with Workforce Solutions. This partnership originally developed through an 18-month grant funded by Workforce Solutions in which CBCIL was funded to assist them in expanding its TANF customer base. Today, this partnership continues on a more informal basis of referrals between the two agencies. Workforce Solutions, funded through the Texas Workforce Commission and the Workforce Investment Act, refers clients to CBCIL when its clients are in need of accommodations and services related to their disabilities. In turn, CBCIL staff train front-line Workforce Solution workers to increase their ability to serve disabled clients.

Other Community Partnerships

Additionally, the Coastal Bend Center for Independent Living (CBCIL) also partners with a number of other agencies including the Department of Transportation. Most of these partnerships take place through CBCIL's participation on networks and coalitions. These coalitions are convened to address a number of rural and urban issue areas including affordable housing, transportation, and employment issues.

In terms of CBCIL's partnerships with faith-based organizations, one of the coalitions with which CBCIL is involved focuses on affordable housing – it operates in conjunction with a number of faith-based organizations. Additionally, CBCIL is involved with a Healthy Marriage coalition, led by an organization called Taking Back the Streets in the Name Of Jesus Christ Ministries. These broad partnerships help CBCIL maintain its community presence on behalf of cross disabled individuals in a wider variety of circles, ultimately contributing to its effectiveness and mission.

Dorcas Place Providence, Rhode Island

Providence Demographics

Dorcas Place is a community-based organization providing services to low-income individuals in Rhode Island. Approximately, 83% of the individuals served by Dorcas Place reside in Providence, Rhode Island. As of 2007, Providence had a population of 170,220, of which 19,194 families had children under the age of 18.

Providence serves as a major industrial, commercial, medical, and financial center for New England. Its primary economic industries are manufacturing and service enterprises; additionally, tourism and conventions are two emerging industries. In 2007, Providence had a median income of \$35,264 and an unemployment rate of 6.2%.

In 2008, an average of 19,017 recipients - including 8,087 families and 13,508 children - were receiving TANF benefits in the state of Rhode Island. More information regarding Providence's demographics are presented in Exhibit 3.

Dorcas Place Programmatic Information

Mission

Dorcas Place operates an adult and family learning center that provides literacy, employment, advocacy, and community involvement services to low-income adults.

Organizational Structure

Dorcas Place has 50 employees, 15 of whom are specifically focused on workforce development. Workforce development staff include, but not limited to, bi-lingual and traditional job developers, case managers, faculty, and an internship coordinator. Dorcas Place is also supported by 15-20 volunteers and several student interns.

Exhibit 3: Demographic Information for Providence⁵	
<u>Population</u>	
2007	170,220
<u>Ethnicity (2007)</u>	
White	48.5%
African-American	15.0%
Asian or Pacific Islander	6.0%
Hispanic or Latino origin ⁶	36.0%
<u>Age Composition (2007)</u>	
0-19	54,567
20-24	18,970
25-44	50,582
45-64	31,523
65 +	14,578
Median Age	28.7
<u>Gender Composition (2007)</u>	
Male	81,722
Female	88,498
<u>Median Income (2007)</u>	
per household	\$35,264
<u>Unemployment Rate</u>	
2007	6.2%
<u>Rhodes Island TANF Indicators (FY 2008)</u>	
Recipients (average)	19,017
Families (average)	8,087
Children (average)	13,508

⁵ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁶ Hispanics may be of any race, so also are included in applicable race categories.

With an annual budget of \$3 million, Dorcas Place receives most of its funding through the Rhode Island Department of Education (RIDE). Other government funding sources include the Department of Labor and Training (DLT) and the Department of Human Services (DHS). Additionally, Dorcas Place receives funding from a number of private foundations including Nellie Mae, Citizens Bank, Wal-Mart Foundation, and Bank of America. Dorcas Place receives some (although relatively minimal) funding through individual donations.

Population Served

Dorcas Place serves adults ages 18 and older, a large percentage of whom are dislocated workers. Dorcas Place serves 1,100 students per year, approximately 10 percent of whom are TANF recipients, although more may be TANF-eligible. Dorcas Place is currently contracted, through RIDE and DHS, to serve a minimum of 74 TANF clients per year.

Clients are referred to Dorcas Place through DHS' electronic referral system. Referrals are often made as a result of a case manager's awareness of the programs offered through Dorcas Place, or through case managers identifying Dorcas Place in *The REDBook*, a directory of community-based and social service agencies that help guide DHS case workers.

Dorcas Place measures its progress and outcomes through several comprehensive assessment and database systems. To assess their education and functioning level gains, all program clients take the Comprehensive Adults Student Assessment System (CASAS) test. Workforce development clients also are assessed through *Prove It*, assessment software that measures work skills, including individuals' understanding of Microsoft Office and basic situational judgment skills.

Dorcas Place has also developed several of its own tools to measure student achievement, including a standard evaluation form for financial literacy. Agency leaders and managers set targets and milestones for all projects on an annual basis. Program progress is assessed quarterly against these targets, and course adjustments are made as necessary to ensure that participants can succeed. In terms of outcomes, in 2008 Dorcas Place made 72 successful job placements.

Services

Dorcas Place offers a wide range of workforce development programs including family literacy, college transition programs, and ESL, Adult Basic Education (ABE) and GED programs. Dorcas Place also operates a Career Academy that offers general career and sector-based training, as well as a Welcome Back Center, which supports formerly trained health professionals interested in re-entering their profession.

Stepping Up, one of Dorcas Place's most successful programs, is a hospital career pathway program operated in collaboration with Rhode Island's largest nurses union, and two of the major state hospitals. Through this program, members of the community, some of whom are TANF recipients, enroll in a five-week training program at Dorcas Place, where they learn about entry-level healthcare jobs. Upon completion of the program, participants partake in a five-week internship in one of the hospitals, after which they work with a hospital job developer to obtain employment. The previous two cycles of this program had nearly a 100% placement rate of students into hospital jobs.

Historically, Dorcas Place has also operated Project Opportunity. Project Opportunity served TANF-recipients by providing them 10 hours of weekly ESL or Adult Basic Education (ABE) instruction (10% were able to fulfill these 10 hours with GED instruction), as well as support in obtaining an internship or volunteer work experience. Dorcas Place also used to offer a work-experience program (WEP), a 30-hour intensive program for people who were nearing the end of their TANF benefits, and needed to find employment quickly.

On April 1, 2009, Project Opportunity was replaced by Rhodes Island Works (RI Works). RI Works is a collaborative funded by RIDE and DHS. Under RI Works, Dorcas Place now primarily focuses on providing services to adults who test below the sixth-grade level on the Test of Adult Basic Education (TABE). While Dorcas Place still provides academic instruction to students testing above a sixth-grade level (helping them fulfill their 10-hour/week training requirement), this population of TANF recipients can now attain instruction directly through DHS.

Under RI Works, individuals who test below a sixth-grade level on the TABE are referred to Dorcas Place through DHS, for a six month period. During this period, program participants receive 30 hours/week of sector-based or hard skills training. The program focuses on basic literacy-building and career exploration. As part of this program, participants visit job sites and engage in career-shadowing. The goal of this program is to determine whether six months of targeted education for specific job sectors will help this hard-to-place population successfully attain employment. Upon completion of the program, participants are referred back to DHS, where local DHS staff members work to place them in a job (although in some instances Dorcas Place will assist participants in obtaining employment independently).

All individuals served through the programs at Dorcas Place receive personal case management to ensure that their individual needs are being met.

TANF Partnership

Due to the recent changes in Dorcas Place's programs, its relationship with DHS is currently undergoing some adjustments. Historically, Dorcas Place has had a strong relationship with DHS, with frequent communication among agency staff. Staff at Dorcas Place have conducted trainings for DHS case workers, to provide an overview of the programs Dorcas Place offers and the differences between these programs. More recently, as Dorcas Place has begun its RI Works program, and as DHS has undergone some of its own restructuring the two organizations are reviewing where and how they can continue to collaborate in the future.

Dorcas Place also collaborated with the local One Stop Career Center, referred to as Network Rhode Island. Through regular communication, Dorcas Place ensures that the programs it is offering are compatible with the needs of the local One Stop.

Other Community Partnerships

Throughout Rhode Island, a wide array of public and non-profit organizations, including the Governor's Workforce Board, the Department of Labor and Training, the Rhode Island Mayor's Office, and adult education providers, have come to recognize the importance of developing a

skilled workforce within the state. Government organizations, businesses, and community-based organizations are now cooperating at a far more integrated level than before to develop sector-based trainings.

As part of this larger effort, Dorcas Place works within a network of service providers to coordinate sector-based training within the state. Through this network Dorcas Place offers sector-based training in healthcare, while other providers offer culinary training, training in green jobs, and trainings in a number of other industries. All of these agencies are working to facilitate cross-referrals, depending on their clients' career interests. These collaborative relationships help Dorcas Place meet the needs of all of its clients by allowing clients the opportunity to gain skills in the career fields of their choice.

EagleVision Ministries, Inc. Lansing Region, Michigan

Clinton, Eaton, and Ingham County Demographics

EagleVision Ministries is a faith-based organization primarily serving female ex-offenders, high school dropouts, and parolees in Michigan’s tri-county Lansing area, comprised of Clinton, Eaton, and Ingham Counties. As of 2007, this tri-county area had a population of 456,786 of which 51,361 families had children under the age of 18.

Home to General Motors, Lansing’s major economic industries include automotive manufacturing, scientific research, technology development, warehousing, and distribution. In 2007, the median income in the tri-county area ranged from \$45,313 to \$59,991 with an unemployment rate ranging from 4.1 to 5.1%.

In 2008, an average of 172,483 recipients - including 66,554 families and 127,562 children - were receiving TANF benefits in the state of Michigan. More information regarding the Lansing Region’s demographics are presented in Exhibit 4.

Exhibit 4: Demographic Information for Clinton, Eaton, and Ingham Counties⁷			
<u>Population</u>	<u>Clinton</u>	<u>Eaton</u>	<u>Ingham</u>
2007	69,358	107,331	280,097
<u>Ethnicity (2007)</u>			
White	95.0%	88.6%	79.7%
African-American	1.2%	6.2%	11.0%
Asian or Pacific Islander	0.7%	1.5%	4.4%
Hispanic or Latino origin ⁸	2.8%	3.7%	5.9%
<u>Age Composition (2007)</u>			
0-19	18,981	27,905	78,552
20-24	4,761	7,947	36,616
25-44	18,262	27,613	72,571
45-64	19,323	30,744	64,834
65 +	8,031	13,122	27,524
Median Age	37.7	37.9	31.5
<u>Gender Composition (2007)</u>			
Male	34,360	52,136	135,953
Female	34,998	55,195	144,144
<u>Median Income (2007)</u>			
per household	\$ 59,991	\$52,592	\$45,313
<u>Unemployment Rate</u>			
2007	4.1%	5.1%	4.9%
<u>Michigan TANF Indicators (FY 2008)</u>			
Recipients (average)	172,483		
Families (average)	66,554		
Children (average)	127,562		

Transition Housing, Inc. Programmatic Information

Mission

EagleVision Ministries is a workforce development agency specializing in serving female ex-offenders, high school dropouts, and parolees.

⁷ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁸ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

EagleVision Ministries (EVM) is operated by a core group of 21 staff members who are currently supported by nine volunteers. Of these 21 staff, nine are certified as global career facilitators, with expertise in employment services. The Board for EVM is comprised of individuals with backgrounds in medicine, substance abuse, corrections, and government.

With a budget of \$1.2 million, EVM receives most of its funding from WIA through Capital Area Michigan Works. WIA funding supports EVM's high school dropout program as well as its Dislocated Worker Program. EVM also has a small grant from the Michigan Prisoner Re-Entry Initiative which funds its prisoner re-entry program. In the past, EVM has been supported by grants from Workforce Development and the Department of Labor. In addition to grants and government funding, EVM receives individual donations which are used to meet the emergency needs of its program participants.

Population Served

EagleVision Ministries provides services to female ex-offenders, high school dropouts, and parolees. Last year, EVM served approximately 600 individuals, of which 80-150 were youth. All programs are currently operating above capacity, with some having additional waiting lists. The majority of ex-offenders served through EVM programs are females, approximately 50% of whom are TANF-eligible or enrolled. Similarly, many of the youth and parolees served through EVM are TANF-eligible or enrolled. Approximately 25% of the adults and 50% of the youth served through EVM are homeless and/or do not have stable housing.

EVM received its first grant in 2005 to provide services to 82 female ex-offenders. Outcomes from this grant resulted in an employment rate of 62% with a 50% six-month retention and a 0% recidivism rate.

Services

EagleVision Ministries provides intensive and holistic services centered primarily on workforce development. Some of the specific workforce development services offered include career counseling, on-the-job training, micro-enterprise coaching, job development services, and GED and high school completion courses. Many of these programs are targeted to meet the needs of specific populations such as female ex-offenders and high school dropouts. In addition to providing training and job experience, EVM works to link program participants to long-term, stable jobs through its weekly/bi-weekly job listings, as well as the personal connections to the community of the local staff members.

Additionally, EVM offers program participants one-on-one and group mentoring programs, as well as targeted support groups. Examples of targeted support groups include a group for female ex-offenders and prevention and intervention substance abuse groups. EVM has found that mentoring and support groups facilitate job retention by providing the support necessary for people to challenge and overcome the barriers that hindered job retention in the past; EVM has found this to be especially true for individuals affected by substance use/abuse issues.

Recognizing the impact that substance use/abuse can have on employment, EVM is also a licensed substance abuse treatment organization.

EVM's workforce-based services are supplemented by a wide variety of supportive services including childcare, counseling, transportation reimbursement, health and mental health related activities, and emergency support, to name just a few. Additionally, EVM offers a number of courses on soft-skills, resumes, interviews, substance abuse, anger management, personal finances, and healthy relationships. By providing a holistic approach to workforce development, EVM attempts to help individuals gain the skills and resources they will need to succeed both inside and outside the workplace.

While EVM is a faith-based organization, all of its spiritually focused activities are voluntary.

TANF Partnership

EagleVision Ministries has a very close working relationship with TANF. Both programs operate out of a One-Stop Center comprised of over 20 partnering agencies. These agencies, including EVM and TANF, meet in Lansing on a monthly basis, with additional meetings held on an as-needed basis. EVM and TANF make regular referrals to each other and consult on a wide variety of cases. Additionally, these programs use the same information computer system which results in the sharing of notes and information across agencies.

EVM attributes its successful relationship with WIA and TANF to regular meetings where they discussed how their programs can work together to serve unemployed and underemployed individuals effectively and efficiently without duplication of services and requirements. Additionally, WIA and TANF personnel have attended and observed the programs offered by EVM. This hands-on experience has provided WIA and TANF personnel with a comprehensive understanding of what the program has to offer.

Other Community Partnerships

As noted above, EagleVision Ministries is located in a One-Stop Center comprised of over 20 partnering agencies. The monthly meetings held between organizations in the One-Stop Center allow agencies to provide updates on new programs and program changes. These agencies work together closely, making referrals between programs and coordinating service delivery. Specifically, EVM's partnership with the local community college has resulted in a significant number of program participants enrolling in college and other advanced training programs. Free college testing, advising, scheduling, and supportive services to facilitate college attendance are offered on-site. While EVM's headquartered within the One-Stop Center, it should be noted that they have grown significantly over the years and now have a number of satellite offices.

In addition to partnerships within the One-Stop Center, EVM partners with a number of other faith-based organizations. As part of these partnerships, EVM plans on starting a protocol project where they will reach out to other faith-based organizations to demonstrate how they can operate similar programs in their communities. EVM's partnerships with faith-based and other community-based organization also results out of its participation in the Greater Lansing Homeless Resolution Network, a collaboration of service providers in the tri-county area.

Due to its focus on ex-offenders and parolees, EVM also works closely with the local probation and parole departments, as well as the local county jails. In terms of youth, EVM partners with the local school systems as well as the local foster care agencies, assisting youth aging out of the child welfare system. In recent years EVM's programs have become so highly regarded that there have been multiple instances where judges have sentenced juvenile youth to EVM instead of sending them to jail.

Faith Connections Wilson County, North Carolina

Wilson County Demographics

Faith Connections is an interdenominational faith-based initiative that links individuals and families to faith- and community-based resources in Wilson County, North Carolina. As of 2007, Wilson County was comprised of 76,069 individuals and 8,631 families with children under the age of 18. Identified as one of the top 20 small markets in the South, Wilson County is a robust industrial town. Some of its diverse industries include aerospace, pharmaceuticals, life sciences, building materials, automotive parts, food manufacturing, and plastics. With a median income of \$36,740, in 2007, Wilson had an unemployment rate of 5.4% in 2007.

In 2008, an average of 45,322 recipients - including 24,124 families and 37,892 children - were receiving TANF benefits in the state of North Carolina. More information regarding Wilson County's demographics are presented in Exhibit 5.

Exhibit 5: Demographic Information for Wilson County⁹	
<u>Population</u>	
2007	76,069
<u>Ethnicity (2007)</u>	
White	53.0%
African-American	38.5%
Asian or Pacific Islander	0.8%
Hispanic or Latino origin ¹⁰	8.3%
<u>Age Composition (2007)</u>	
0-19	20,970
20-24	4,659
25-44	20,223
45-64	20,042
65 +	10,175
Median Age	38.0
<u>Gender Composition (2007)</u>	
Male	36,335
Female	39,734
<u>Median Income (2007)</u>	
per household	\$36,740
<u>Unemployment Rate</u>	
2007	5.4%
<u>North Carolina TANF Indicators (FY 2008)</u>	
Recipients (average)	45,322
Families (average)	24,124
Children (average)	37,892

Faith Connections Programmatic Information

Mission

Faith Connections serves as an intermediary program helping local congregations and non-profit organizations meet individual and family needs that cannot be met through existing government programs.

When social workers at the Wilson County Department of Social Services (DSS) encounter clients with needs that cannot be met through existing government programs, they contact Faith Connections. Faith Connections then works with its network of 44 congregations and non-profit organizations, referred to as *Partners in Ministry*, to fulfill these requests for assistance.

⁹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

¹⁰ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Faith Connections is coordinated by a single staff member and employs no volunteer support. The Faith Connections Coordinator position is funded through a combination of county and TANF funding and, as such, the Faith Connections Coordinator is an employee of the Wilson County DSS. While most of the “deliverables” for low-income families and individuals are provided by non-public funding, TANF funds are used to support some of Faith Connections’ administrative and program costs, such as its office space.

Housed in Career Plus, a WorkFirst self-sufficiency center, Faith Connections received a total of \$115,303 in contributions between July 2002-mid-May 2009. Since the administrative costs to operate the program are covered by the local DSS, 100% of all donations go directly to service provision. Last year alone, Faith Connections served 930 families and individuals in Wilson County, providing \$26,353 in financial assistance, and \$29,986 in non-monetary assistance.

Population Served

Faith Connections works with churches and other religious congregations, non-profits, and the local DSS to serve individuals and families experiencing financial, personal, or familial crises. While Faith Connections provides services to individuals and families in need, it does so through the social workers at the local DSS; therefore, when asked about its clientele, Faith Connections views the DSS social workers as its primary clients.

Services

Faith Connections’ primary program is facilitating individuals’ and families’ access to faith and community-based resources and support. As noted, its program is offered through a close partnership with the social workers at Wilson County DSS. When these social workers identify clients with needs that cannot be met through its typical funding streams, they reach out to Faith Connections which then works to meet these needs, providing the assistance through support from its various *Partners in Ministry*. As an intermediary organization, Faith Connections meets a wide variety needs without any direct client interaction.

The majority of requests Faith Connections receives are for emergency needs and, as such, Faith Connections works very hard to respond to all inquiries within 24 hours of receipt. When making a request, DSS social workers are required to submit a referral form, which includes a release of confidentiality and liability. This allows Faith Connections to discuss the case freely with its faith and community-based partners. DSS social workers are also required to deliver a check request in-house to DSS, and quickly complete an assistance contract, in which clients in need of services indicate that they are aware that partnering churches and non-profits are providing the resources. As a criteria for receiving this support, recipients agree not to go to that congregation or non-profit, to ask for the same resource. Typically, a check to meet a need can be cut within minutes. Checks range from \$15 to over \$600, with the average being \$200-300 per request. Non-monetary requests also vary considerably, and range from a bicycle to educational support.

While many local churches and other congregations have historically tried to directly meet the emergency needs of individuals and families requesting assistance, congregations that are

members of *Partners in Ministry* now support these needs through contributions to Faith Connections. As members of *Partners in Ministry*, faith leaders and local ministries are able to refer individuals and families seeking assistance to the local DSS, knowing that needs which cannot be met through government programs will be met through DSS' partnership with Faith Connections. The system, which emerged from local experiences – both good and bad – over the last several decades, takes enormous pressure off of churches which at times have been overwhelmed by local requests. Additionally, this creative, congregation-supported arrangement helps to ensure that the money is spent effectively and efficiently, and that families are not going from congregation to congregation, taking undue advantage of the faith community in detrimental ways.

Faith Connections also plays an important liaison role. Sometimes when a church has referred a client to DSS, it will inform Faith Connections, whose staff in turn informs DSS that it should be expecting a referral from the church. Similarly, if the faith community has expressed a willingness to support this individual or family, Faith Connections will share this information with DSS. It should be noted, however, that regardless of whether a referral has been made through a church, everyone who enters DSS gets the same opportunity to be assessed for government funding, public services, and faith services.

In addition to supporting individual and family needs through its *Partners in Ministry* partnerships, Faith Connections operates a month-long job readiness class that WorkFirst TANF recipients are invited to attend. It also houses an Office Mentoring Program which provides hands-on clerical work experience to TANF WorkFirst clients. Participants in this mentoring program are offered training in reception work, general office machine use, and a computer tutorial program. These programs are supplemented by Career Plus Outfitters Room, a Faith Connections program that supplies business attire, accessories, and make-up to individuals for job interviews, as well as support for the annual Greater Wilson Area Jobs Fair.

Finally, Faith Connections works directly with a number of congregations to provide support through a wide variety of smaller programs, such as coat drives and holiday-adoption programs. As part of its direct work with congregations, Faith Connections helps local congregations expand their service programs by connecting them with the local DSS.

TANF Partnership

Faith Connections' primary partnership is with the Wilson County Department of Social Services (DSS). Through this partnership Faith Connections identifies individual and family needs and either provides a solution directly or connects them to a broad array of DSS services. Faith Connections also makes regular presentations to DSS units throughout the county, to explain its program and the referral process. Its leadership communicates program changes via mass email to all DSS employees, and advantageously uses its internal intermediary status, and advantageously uses its intermediary status (the fact that it is housed by DSS).

Other Community Partnerships

As previously noted, *Partners in Ministry* the network of 44 congregations and non-profit organizations, is, aside from DSS, the primary set of partners with which Faith Connections

works. Other non-profits that partner with Faith Connections include the Salvation Army, Hope Station, Operation Care, Community Alternatives Program, and local shelters and food pantries. Regular communication and program updates with all congregational partners and non-profits occur through mass email. Whenever new congregations and organizations come on board, all partners - including all DSS employees - receive an email informing them of the new partner and any available new resources.

Faith Partners El Paso County, Colorado

El Paso County Demographics

Faith Partners is a faith-based organization serving families in El Paso County, Colorado. As of 2007, El Paso County had a population of 578,779, of which 74,870 families had children under the age of 18.

The government and military are the largest employers in El Paso County; in fact, the top four individual employers are military bases. Other major industries include retail trade, accommodation and food services, health care and social assistance, and professional and technical services. With a median income of \$54,839, in 2007, El Paso County's unemployment rate was 4.3%.

In 2008, an average of 21,478 recipients – including 8,816 families and 16,780 children - were receiving TANF benefits in the state of Colorado. More information regarding El Paso County's demographics are presented in Exhibit 6.

Exhibit 6: Demographic Information for El Paso County¹¹	
<u>Population</u>	
2007	578,779
<u>Ethnicity (2007)</u>	
White	80.3%
African-American	6.2%
Asian or Pacific Islander	3.1%
Hispanic or Latino origin ¹²	12.9%
<u>Age Composition (2007)</u>	
0-19	167,636
20-24	42,166
25-44	174,469
45-64	141,452
65 +	53,056
Median Age	34.1
<u>Gender Composition (2007)</u>	
Male	287,795
Female	290,984
<u>Median Income (2007)</u>	
per household	\$54,839
<u>Unemployment Rate</u>	
2007	4.3%
<u>Colorado TANF Indicators (FY 2008)</u>	
Recipients (average)	21,478
Families (average)	8,816
Children (average)	16,780

Faith Partners Programmatic Information

Mission

Faith Partners assists families receiving TANF transition off welfare, by providing them with mentoring and educational programs.

Originating out of community churches' concern that no safety-net existed for TANF recipients who exceeded their five-year terms, Faith Partners was created ten years ago through a coalition of 160 churches in El Paso County.

Organizational Structure

Faith Partners has four staff members who are supported by over 2,000 of volunteers, primarily derived from partnering churches and local universities.

¹¹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

¹² Hispanics may be of any race, so also are included in applicable race categories.

Co-housed in the TANF office's Family Independence Unit, Faith Partners operates on a budget of under \$500,000, receiving 80% of its staff and programmatic funding from TANF, and another 20% from church donations.

Population Served

Faith Partners exclusively serves TANF recipients. As one of the main agencies from which TANF clients can select to receive assistance, individuals are referred to Faith Partners through their TANF case managers. Individuals who receive services from Faith Partners are free to choose which services they want to receive.

Serving between 17-25 families at any one time, Faith Partners offers services to 45-50 families each year. To date, Faith Partners has mentored over 800 families. Through Faith Partners' programs approximately 80% of the families served are able to successfully transition from welfare and into work.

Services

Faith Partners' most recognized program is CrossRoads. CrossRoads is a month-long program designed to offer TANF recipients community work experience through a series of work-related classes. The classes offered through CrossRoads include topics such as self discovery, healthy relationships, and purpose assessments, and are all aimed at preparing individuals to re-enter the workforce. Because CrossRoads is designed to be a community work preparation program, the number of hours each individual attends depends upon the mandate attached to their particular benefits. CrossRoads has been so successful that El Paso County's Department of Human Services (DHS) now requires all TANF recipients to complete it, prior to receiving any other services within DHS.

Once individuals have successfully completed CrossRoads, they graduate to Pathways, a program designed in conjunction with DHS. As its name suggests, Pathways enables graduates of CrossRoads to select one of three paths: 1) a community work experience program combined with GED preparation; 2) a community work experience program combined with secondary and vocational education; or 3) a community work experience program combined with job search.

Individuals identified as needing mentoring services while they are in the CrossRoads class are referred to Faith Partners' long-term mentoring program, The Journey. The Journey is a 12-month mentoring program in which families are matched with mentor teams, comprised of four to six adult mentors, most of whom come from partnering organizations (Faith Partners relies on mentor teams as opposed to individual mentors so that volunteer mentors can address the complex needs involved with poverty without experiencing burn-out). Both the mentor team and participating families sign a 12-month agreement, and complete pre-mentoring training, before they are matched. Founded on the wrap-around theory, each mentor in the mentor team is assigned a different area of focus, based on each family's unique set of needs. For example, if a child is struggling in school, one of the mentors will focus on tutoring the child.

The Journey is divided into five 10-week semesters, each focusing on a specific issue area such as personal development, family relations, and vocational and educational training. The success

of this mentoring program is reflected in its waiting list, which typically consists of 12-15 families.

Fostering Hope Program is Faith Programs newest program. The Fostering Hope Program recruits volunteers from local churches to come together to assist and support foster parents. These volunteers become *foster aunts* and *uncles* to the foster youth, helping the foster parents in very practical ways. Volunteers provide emotional support, help foster parents by transporting children to their various activities and appointments, tutor and coach children, take children on outings, and provide meals for foster families two to three times a week. This program has been so successful in reducing the average number of placements children experience that it is currently being duplicated in Milwaukee.

TANF Partnership

Because the Faith Partners is co-housed within the TANF office, it works with all members of TANF's Family Independence Unit. Faith Partners is completely integrated with TANF, interacting with them on a daily basis to receive referrals, conduct cross-training, and participate in team decision-making. As part of this, Faith Partners is part of the core training that new caseworkers entering the local Department of Human Services receive.

Other Community Partnerships

With the exception of DHS, Faith Partners' closest partnerships are with the coalition of 160 congregations (primarily churches) throughout El Paso County. Through these congregational partnerships, Faith Partners receives volunteers, mentors, and funding. Additionally, Faith Partners works with several local universities whose students serve as volunteers and interns in the program.

Family Promise of Reno-Sparks Washoe County, Nevada

Washoe County Demographics

Family Promise of Reno-Sparks (FPRS) is a faith-based organization serving families in the Reno/Sparks area, located within Washoe County. As of 2007, Washoe County was comprised 398,348 individuals and 45,736 families with children under the age of 18. The major cities of Washoe County include Reno and Sparks; however, recent expansion of the two cities has resulted in them growing so close that at this point their boarder is a purely political one. Known for its gaming industry, tourism is the major source of economic gain for the community, which has a median income of \$53,535.

In 2008, an average of 18,264 recipients - including 7,193 families and 13,773 children - were receiving TANF benefits in Nevada as a whole. More information regarding Washoe County's demographics are presented in Exhibit 7.

Family Promise of Reno-Sparks Programmatic Information

Mission

Family Promise of Reno-Sparks (FPRS) provides shelter, food, educational and employment-based services to homeless families in an effort to help them transition into permanent housing.

As a local affiliate of the national Interfaith Hospitality Network, FPRS' main goal is to transition homeless families into permanent housing by providing them with the skills and job training they need to support themselves. The national Interfaith Hospitality Network supports the work of this local affiliate through its national convention, which takes place every 18 months, and its national listserv which facilitates discussions and information sharing among affiliates.

Exhibit 7: Demographic Information for Washoe County¹³	
<u>Population</u>	
2007	398,348
<u>Ethnicity (2007)</u>	
White	78.7%
African-American	2.2%
Asian or Pacific Islander	5.2%
Hispanic or Latino origin ¹⁴	20.2%
<u>Age Composition (2007)</u>	
0-19	107,804
20-24	26,787
25-44	111,889
45-64	106,593
65 +	45,275
Median Age	36.7
<u>Gender Composition (2007)</u>	
Male	201,940
Female	196,408
<u>Median Income (2007)</u>	
per household	\$53,535
<u>Unemployment Rate</u>	
2007	3.0%
<u>Nevada TANF Indicators (FY 2008)</u>	
Recipients (average)	18,264
Families (average)	7,193
Children (average)	13,773

¹³ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

¹⁴ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Family Promise of Reno-Sparks (FPRS) is staffed by two full-time staff, an Executive Director and a case manager, as well as two quarter-time van drivers. FPRS relies heavily on support from more than 1,000 volunteers, derived almost exclusively from its faith-based collaborative partners. FPRS operates on an annual budget of \$218,000, of which 25% is government-funded.

Population Served

Family Promise of Reno-Sparks (FPRS) serves homeless families with minor children. The program received referrals from local social workers and Child Protective Services. Upon receipt of a referral, the case manager travels out to meet each family where they are currently staying. During this meeting an initial screening is conducted, as the case manager begins to build the necessary trust required of the program. As part of the screening process, families must demonstrate that they are drug-free and do not have any mental illness currently untreated by a medical provider. Families at severe risk of losing custody of their children due to their lack of permanent housing are given priority. Approximately two-thirds of the families served by FPRS receive TANF.

In 2007, the program served 25 families, 90% of whom successfully transitioned into permanent housing. Currently the program is serving 26 families per year, sheltering 4 families at a time. The recommended stay for all sheltered families is 60 days. To date, FPRS has provided services to 114 families, including 244 children.

Services

Family Promise of Reno-Sparks (FPRS) provides services through a collaboration of 30 faith-based congregations. Collaborating congregations come from a wide range of faith traditions, including some interfaith traditions, and this generally ensures that participating families do not feel excluded based on their religious beliefs. These congregations often work together—in some cases, across traditional faith lines—to put on programs and provide services. One example of this is a Christmas dinner that took place in a synagogue, where families were served an evening meal by a local Muslim community.

Through this faith-based collaborative and its respective volunteers, program participants are served three meals a day and overnight shelter. Additional support services provided to participants include case management, financial literacy and parenting classes, and budgeting and life-skills development. A mentoring program is slated to begin in 2009.

FPRS also operates a workforce development program, which offers training and education both in-house and through a partnership with Job Opportunities In Nevada (JOIN). The workforce program also provides vocational training, dental training, and other trainings through a re-entry program at the local community college. FPRS' faith-based collaborative supports this workforce program by providing participants with connections to potential employers—forged in part from personal or professional connections held by members of local congregations.

The goal of FPRS is to transition families into permanent housing. To facilitate this, program volunteers work closely with clients to identify housing options and secure permanent places to live. These volunteers, as well as others who supported participants during their stay at the local shelter, often provide follow-up or long-term informational support, as well as encouragement after families have successfully transitioned into permanent housing. The case manager also provides support for one year after a family has graduated from FPRS' program.

TANF Partnership

Nevada is relatively unique in that its workforce responsibilities through the local TANF offices have been privatized. Through this privatization, services are now provided by Job Opportunities in Nevada (JOIN), which has chosen to partner with Family Promise of Reno-Sparks (FPRS). According to FPRS, this has brought about considerably more interaction with the local TANF offices than there was prior to privatization.

While FPRS does not receive any direct funding through TANF, it does work with the local welfare agency for client referrals. FPRS requires all clients to apply for TANF benefits upon joining the program. Additionally, through its partnership with TANF, FPRS has formed a successful working relationship with one of the local TANF employees who collaborates with program advocacy efforts, and helps ensure that the welfare application process is more transparent. FPRS reports that having a point of contact at the local welfare agency has enabled its clients to more easily navigate the welfare application process.

Other Community Partnerships

In addition to the 30 faith-based congregations, Family Promise of Reno-Sparks (FPRS) works to collaborate with many other agencies whose interests align with its own. Among others, these include the District Attorney's Office, the Office of Children's Services, the Nevada State Division of Welfare, Catholic Community Services, the Reno Housing Authority, the Community Housing Resources Board, Job Connection, Washoe County Child Protection Services, Volunteers of America, the City of Reno, and Project Restart.

Future Foundation Atlanta, Georgia

Atlanta Demographics

The Future Foundation is a community-based organization providing services to disadvantaged and at-risk youth in Atlanta, Georgia. As of 2007, Atlanta had a population of 439,275, of which 33,827 families had children under the age of 18.

Home to a number of Fortune 500 companies, several national and international companies are headquartered in Atlanta. Approximately 75% of all Fortune 1000 companies have a presence in Atlanta. Atlanta is also home to a number of federal government agencies, including the Center for Disease Control. In 2007, Atlanta had a median income of \$44,163 and an unemployment rate of 6.4%.

In 2008, an average of 39,377 recipients - including 22,100 families and 36,776 children - were receiving TANF benefits in the state of Georgia. More information regarding Atlanta's demographics are presented in Exhibit 8.

Future Foundation Programmatic Information

Mission

The Future Foundation provides educational and support services to at-risk youth in the metro-Atlanta area.

The Future Foundation was founded by Shareef Abdur-Rahim, a former NBA player, who grew up in the metro-Atlanta area and attributes much of his success to the work of community-based organizations. Established in 2001, the Future Foundation was originally founded to provide scholarships to youth and administer holiday food and toy drives. It has since expanded, and now operates nine educational and support programs.

Exhibit 8: Demographic Information for Atlanta¹⁵	
<u>Population</u>	
2007	439,275
<u>Ethnicity (2007)</u>	
White	37.7%
African-American	56.8%
Asian or Pacific Islander	1.9%
Hispanic or Latino origin ¹⁶	4.7%
<u>Age Composition (2007)</u>	
0-19	110,466
20-24	35,359
25-44	148,030
45-64	106,053
65 +	39,367
Median Age	35.0
<u>Gender Composition (2007)</u>	
Male	220,598
Female	218,677
<u>Median Income (2007)</u>	
per household	\$44,163
<u>Unemployment Rate</u>	
2007	6.4%
<u>Georgia TANF Indicators (FY 2008)</u>	
Recipients (average)	39,377
Families (average)	22,100
Children (average)	36,776

¹⁵ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

¹⁶ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

The Future Foundation is staffed by 14 full-time and 10 part-time staff members. It is also supported by three to six weekly volunteers; for larger initiatives, the Future Foundation is able to call on additional support from its database of over 125 volunteers.

The Future Foundation operates on a budget of \$1.5 million. Four of its programs are federally funded. Federal support comes from: the Community-Based Abstinence Education (CBAE), the Department of Health and Human Services Administration for Children and Families; the Office of Family Assistance; and the U.S. Department of Education. The Future Foundation also receives TANF funding for its after-school programs. In addition to federal funding, the Future Foundation receives support from local government entities, foundations, corporations, and individuals.

Population Served

The Future Foundation serves 4,000 youth on an annual basis. Over 90% of the youth it serves live below the poverty level, and 40-50% are estimated to be TANF recipients. Of its 4,000 youth, 200-300 participate in the Future Foundation's after-school programs, and 1,500 receive training through the Healthy Relationships program. A large number of youth are also served through one-time events, such as church presentations. In addition to serving youth, the Future Foundation provides services to parents. Approximately 130 parents attend the Future Foundation's Parent Connection Program, and the foundation also provides Thanksgiving dinner to over 500 families each year.

The primary goals for the Future Foundation's programs include: increasing math and literacy skills as measured by the Georgia Standardized Test, reducing the number of students who demonstrate poor school behavior, increasing life skills among children, successful completion of a prevention curriculum by 70% of participants, improvement in physical fitness and nutrition for 75% of program participants, and engagement of at least 50% of youth's parents into the program. In addition, each program has its own targeted goals. The Future Foundation tracks program attendance, academic grades, behavioral records, truancy, and other relevant indicators to ensure that its programs are positively impacting its youth; however, the Future Foundation is not yet recording outcomes for its Youth Employment Program.

Services

The Future Foundation operates two after-school programs, through its Reef House After-School Program. Youth in grades 5-7 are offered after-school educational assistance and recreational activities through the Reef House Learning Center. Older youth in grades 8-12 are offered after-school services in the Reef Teen Center, operated in partnership with City of College Park and Recreation. Youth in grades 5-7 attend on a daily basis, while youth in grades 8-12 are required to come only two days a week, although many choose to attend more. In addition to education and recreational activities, youth in these programs are offered job-training and courses in communication and life skills. Additionally, each month the program offers an apprenticeship program and activity, where youth learn how different businesses - such as carpentry, plumbing,

and hairdressing - operate. The after-school programs operated by the Future Foundation have become so popular that there is currently a large waiting list of children wanting to enroll.

In addition to after-school programs, the Future Foundation operates a fitness and nutrition program to prevent obesity and promote health in youth. The goal of this program is to serve over 200 youth, helping them increase their levels of physical activity, nutrition, and fitness.

The Future Foundation's Healthy Marriage Initiative enables parents of youth to attend a wide variety of relationship-building courses, including financial literacy. Additionally, the Future Foundation teaches a curriculum on Healthy Relationships for youth, a course taught in partnership with the school system, and through the schools' Family Consumer classes. Youth are also taught about relationships through the Future Foundation's community-based Abstinence Initiative.

In an effort to further engage parents, the Future Foundation offers the Parents Connection program. Parents Connection provides monthly workshops to parents on issues such as financial literacy, home ownership, and how to talk with your child about difficult subjects. The class is operated like a "parent university," where parents earn "credits" and receive a "diploma" upon graduation. Parents receive a graduation incentive upon completion of the program; the incentive is typically something the family has expressed interest in attaining, such as movie tickets or something of practical support.

While the programs discussed above are the Future Foundation's primary programs, it also operates a Compassion Capital Fund (CCF) capacity building grant, as well as other program opportunities for at-risk youth.

TANF Partnership

As previously mentioned, the Future Foundation receives TANF funding for its after-school program. Additionally, the Future Foundation has partnered with the Fulton County Youth Employment Services, a workforce development site, to provide summer employment to its youth. Last summer, this partnership allowed 20 youth to hold part-time jobs for four weeks, teaching them important employment skills. Through this partnership, the Future Foundation is tasked with recording hours, and providing a worksite where it offers on-the-job training.

Other Community Partnerships

The Future Foundation also partners with a number of community- and faith-based organizations. Through its CCF capacity-building grant, the Future Foundation partners with four community-based organizations. Other programs, such as its abstinence and healthy relationship programs, also involve partnerships. As previously mentioned, the Future Foundation partners with the City of College Park and Recreation to provide space for the Future Foundation's teen center, and in its array of programs it works with approximately 25-30 faith-based organizations. While the founder of the Future Foundation is Muslim, the majority of faith-based organizations that it collaborates with are Christian.

The Giving Tree Outreach Program Tucson, Arizona

Tucson Demographics

The Giving Tree Outreach Program is a faith-based organization serving low-income individuals and families in Tucson, Arizona. As of 2007, Tucson had a population of 520,482, of which 55,935 families had children under the age of 18.

Tucson’s major economic industries include the arts, tourism, manufacturing, and high-tech industries. Tucson also has a close trading relationship with Mexico. In 2007, the median income in Tucson was \$36,752 with an unemployment rate of 4.5%.

In 2008, an average of 77,712 recipients - including 36,249 families and 58,723 children - were receiving TANF benefits in the state of Arizona. More information regarding Tucson’s demographics are presented in Exhibit 9.

Exhibit 9: Demographic Information for Tucson¹⁷	
<u>Population</u>	
2007	520,482
<u>Ethnicity (2007)</u>	
White	64.8%
African-American	4.1%
Asian or Pacific Islander	2.8%
Hispanic or Latino origin ¹⁸	39.5%
<u>Age Composition (2007)</u>	
0-19	144,059
20-24	50,875
25-44	151,773
45-64	112,775
65 +	61,000
Median Age	32.8
<u>Gender Composition (2007)</u>	
Male	257,955
Female	262,527
<u>Median Income (2007)</u>	
per household	\$ 36,752
<u>Unemployment Rate</u>	
2007	4.5%
<u>Arizona TANF Indicators (FY 2008)</u>	
Recipients (average)	77,712
Families (average)	36,249
Children (average)	58,723

The Giving Tree Programmatic Information

Mission

Giving Tree Outreach supports low-income children, families, elderly, and the disabled by helping to meet their basic needs (e.g., food and shelter) and offering educational and vocational services to help them attain independence.

Organizational Structure

Giving Tree Outreach (hereafter “Giving Tree”) is operated by more than 100 unpaid volunteers, including a volunteer director. Volunteer staff members include former clients, current clients, community members, and government personnel. Giving Tree has a volunteer coordinator and provides training - primarily on-the-job training - to all volunteers.

Giving Tree operates on an annual budget of \$600,000 (although if one includes in-kind donations this number jumps to over \$2 million). Funding for Giving Tree primarily comes from

¹⁷ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

¹⁸ Hispanics may be of any race, so also are included in applicable race categories.

individuals and local corporations. Previously, Giving Tree received funding through the Department of Labor (DOL) for its jobs placement program, but currently it does not receive any government funding. Giving Tree is able to operate on a limited budget due the extensive in-kind donations it receives. These in-kind donations include items such as office space, office supplies, and a large volunteer workforce.

Population Served

Giving Tree provides services to low-income children, families, elderly, and disabled individuals. Program participants include people of all ages, from infants to the elderly. More than half of all participants receive some sort of TANF assistance. An additional quarter of Giving Tree's participants used to receive TANF; however, these participants were dropped from the TANF roles after they began receiving services from Giving Tree (as discussed in greater detail below).

In order to ensure program success, Giving Tree tracks outcomes for all of its programs. The job placement program, for example, tracks retention rates at 30, 60 and 90 days, and at six months and one year. Giving Tree also tracks progress more informally, through participant self-reporting and employer letters updating staff about former participants who are now employed. In addition, Giving Tree reports job placements to One-Stop Career Centers, which then inform TANF officials. In the past two years, Giving Tree has helped place more than 700 individuals into jobs. Giving Tree also feeds 800-1,000 families on a daily basis, and provides nightly shelter to more than 200 individuals, through its meal and housing programs.

Services

Giving Tree offers a number of services and program to help meet the basic needs of program participants and support them in attaining independence. Giving Tree operates ten housing units with a capacity of housing more than 200 individuals per night. These housing units include family units, where parents and children can stay together under one roof; in fact, Giving Tree offers the only local shelter program that allows single fathers to be housed with their children. Giving Tree's housing program also operates a domestic violence shelter.

Housing programs are supported by Giving Tree's meals program, which feeds an average of 900 families per day, and even more during the summer months, when school is out and Giving Tree often serves as the sole provider of food for children in-need.

But Giving Tree does more than provide food and shelter alone. In an effort to help individuals and families attain self-sufficiency, Giving Tree operates a nationally recognized job placement program. Individuals served through this program tend to be marginalized, low-functioning, formerly homeless, or aging out of the foster care system. Many of the participants in this program are also served through the Giving Tree housing program. Participants in the job placement program are provided individualized assessments, including a one-on-one interview, and testing to assess proficiency in reading, writing, and education overall.

Based on results from these assessments, Giving Tree designs individualized service plans to ensure that participants can attain the skills necessary for them to find and attain employment.

For example, if an individual needs assistance learning to read or write Giving Tree partners with Literacy Volunteers of Tucson to ensure they receive this support. Other vocational and educational services include vocational counseling, GED classes, life skills training, financial management education, and other hard skills training.

While program participants are receiving this vocational and educational training, they are also asked to volunteer in Giving Tree's thrift shop. Giving Tree's thrift shop sells in-kind donations provided to Giving Tree that cannot be used and/or are not needed in its housing program. Through their work in the thrift shop, participants gain skills and experiences they can place on their resume. Additionally, the thrift stop offers opportunities for advancement within the store, so that program participants can gain skills from a wide variety of positions, as well as management experience. The goal of this program is to eventually have participants move into paid positions, outside of Giving Tree. Many former program participants that have successfully attained paid employment, and moved into supervisor roles at their companies, subsequently call on Giving Tree to recruit new staff when they have open positions within their companies.

In addition to these services, Giving Tree also helps youth aging out of foster care attain birth certificates, which is a crucial qualification for future work opportunities and benefits-eligibility.

TANF Partnership

Giving Tree works closely with the local Department of Economic Security (DES), helping clients apply for benefits such as Social Security, Food Stamps, and childcare. In turn, DES case workers often refer clients to Giving Tree for food, housing, and basic medical care. DES also refers individuals to Giving Tree when they need support attaining their birth certificates.

Recognizing the recent economic downturn, and the fact that many DES case workers are overwhelmed and restricted in what they can do, Giving Tree hopes to see increased collaboration with DES. For example, Giving Tree believes that it would be helpful for both DES and Giving Tree if there was a system where community and faith-based organization could identify which of their clients currently receive public assistance. Additionally, Giving Tree has sometimes experienced inconsistent messages when it comes to clients' abilities to receive public assistance; some case workers have dropped Giving Tree clients from TANF once they began receiving shelter and food from Giving Tree, while others have not. As a result of this lack of clarity, Giving Tree would like to work with DES to bring greater consistency to the public support that its clients can receive.

Other Community Partnerships

Giving Tree partners with a number of local agencies, especially as it relates to its job placement program. Organizations such as Literacy Volunteers of Tucson provide educational and vocational services to help program participants gain the skills necessary for successful employment. Additionally, through its network of program graduates, Giving Tree maintains working relationships with a number of companies that offer job placement opportunities to program participants. Finally, through its large staff of volunteers, Giving Tree is connected to a number of organizations and networks, which support its work.

Henry Street Settlement New York, NY

New York Demographics

Henry Street Settlement is a community-based organization serving individuals and families on the lower east side of Manhattan and throughout New York City. As of 2007, New York City had a population of 8,246,310, of which 857,485 families had children under the age of 18.

As the largest regional economy in the United States, New York City serves as the headquarters for the leading global financial services companies. These financial service companies, along with the insurance and real estate industries, form the basis of New York City's economy. Additional economic industries with a strong presence in New York City include media, advertising, fashion, design, and architecture. In 2007, New York City had a median income of \$47,581 and an unemployment rate of 4.9%.

In 2008, an average of 257,575 recipients - including 117,034 families and 195,073 children - were receiving TANF benefits in the state of New York. More information regarding New York City's demographics are presented in Exhibit 10.

Henry Street Settlement Programmatic Information

Mission

Henry Street Settlement opens doors of opportunity to enrich lives and enhance human progress for Lower East Side residents and other New Yorkers through social services, arts, and health care programs.

Henry Street Settlement (HSS) provides a comprehensive range of services including workforce development, shelter, homecare, and mental health to low-income individuals and families living in the lower east side of Manhattan and throughout New York City.

Exhibit 10: Demographic Information for New York¹⁹	
<u>Population</u>	
2007	8,246,310
<u>Ethnicity (2007)</u>	
White	44.1%
African-American	25.2%
Asian or Pacific Islander	11.6%
Hispanic or Latino origin ²⁰	27.4%
<u>Age Composition (2007)</u>	
0-19	2,127,332
20-24	572,392
25-44	2,588,352
45-64	1,954,467
65 +	1,003,767
Median Age	36.0
<u>Gender Composition (2007)</u>	
Male	3,931,318
Female	4,314,992
<u>Median Income (2007)</u>	
per household	\$ 47,581
<u>Unemployment Rate</u>	
2007	4.9%
<u>New York TANF Indicators (FY 2008)</u>	
Recipients (average)	257,575
Families (average)	117,034
Children (average)	195,073

¹⁹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

²⁰ Hispanics may be of any race, so also are included in applicable race categories.

Founded in 1893, HSS provides the TANF component of its workforce services in partnership with Seedco, a national non-profit organization that works with local partners to create economic opportunity for disadvantaged job seekers, workers, and neighborhood entrepreneurs.

Organizational Structure

Henry Street Settlement staff consists of 323 full- and 465 part-time staff members, 32 of which work in its Workforce Development Center (WDC). The agency also conducts a range of volunteer and internship activities to enhance its programming, including individual, corporate, academic, and community projects.

With a budget of \$38 million, HSS receives funding from government agencies, foundations, corporations, and individual donors. The workforce development center had a budget of \$2.42 million in fiscal year 2009, of which 70% is government funding, 20% foundations, 5% corporations, and 5% individuals. Some of WDC's funders include the New York City Human Resource Administration, New York City Department of Youth and Community Development, New York City Council, New York State Department of Labor, the Robin Hood Foundation, the Tiger Foundation, and the Clark Foundation.

Population Served

Henry Street Settlement serves low-income individuals and families residing on the lower east side of Manhattan and throughout New York City. Its workforce development program specifically targets four populations: individuals enrolled in welfare to work, individuals with limited English proficiency, out-of-school youth ages 18-24, and walk-ins from the community ages 18-80. The service model employed by HSS allows TANF recipients as well as anyone else from the community to access their employment services.

From 2008-2009, HSS' Workforce Development Center made 589 job placements, including 290 individuals who were receiving TANF benefits. Of these, 441 were retained after 90 days, and 359 were retained after 180 days. HSS also conducted 964 TANF pre-employment case plans and made 2,802 referrals to support services.

Services

About 60,000 New Yorkers benefit each year from Henry Street Settlement's programs, organized into four clusters to ensure efficient and effective service delivery:

1) *Health and Wellness* programs serve about 8,200 individuals annually, including 2,000 people empowered to manage mental and physical health challenges and find suitable jobs. Housekeeping services allow 1,750 ill or homebound individuals to live with dignity in their own homes. Senior Services supports 2,100 low-income elderly individuals in living healthier, less isolated lives and provides about 325,000 nutritious meals to seniors annually.

HSS' Neighborhood Resource Center (NRC) is an easily accessible, walk-in gateway to its other programs. Each year, NRC enables approximately 2,400 low-income clients to get needed

healthcare by enrolling them in free or low-cost health care programs, and empowers 250 low-income households to achieve financial stability by helping them secure benefits.

2) *Transitional and Supportive Housing* serves about 2,300 homeless individuals annually, including homeless families, single women, and survivors of domestic violence and their children. Four shelters provide a temporary home, safe refuge, support, and permanent housing placement.

3) *Arts* programs serve approximately 39,000 annually. The Arts Center provides visual arts, dance, theatre, and music instruction and pre-professional training to 1,500 individuals. Arts-in-education programs at public schools enhance the academic and literacy skills of 5,500 youth and engage students with the city's community and cultural resources. The lives of approximately 32,000 people are enriched by free and low-cost performances and exhibitions, artist residencies, and teacher trainings.

4) *Workforce Development and Youth* serves over 5,200 individuals annually. HSS' Workforce program provides over 1,700 adults and out-of-school youth with the opportunity to attain or move toward employment. Additionally, youth programs serve about 3,500 young people ages 2-24, resulting in enhanced life skills, greater academic success, their first job experiences, and admission to college.

In order to provide vital employment services to the community, HSS operates a workforce development center. Established in 1999 this workforce development center is operated in partnership with a number of funders and Seedco, which serves as an intermediary. Through these partnerships, HSS provides workforce development services to individuals enrolled in welfare to work and other displaced and unemployed adults, including WIA eligible adults who are not receiving public assistance.

The workforce development program provides a continuum of services using an asset-based model. In the first stage of the program, individuals engage in a comprehensive intake, orientation, and assessment process, during which time they complete a bio-psycho-social. The intake and assessment process examines the needs of the individual job seeker, as well as the needs of his/her family.

The next stage in the workforce development program involves soft-skills training with ongoing assessment in an instructional environment. The soft skills training provided includes training in goal-setting, planning, resume and reference preparation, interviewing, job searches, and other employment readiness skills.

The third phase of this program involves hard-skills training, if required, for the desired employment or direct job placement assistance on behalf of HSS participants. Employment opportunities are identified through HSS' relationships with a range of employers city-wide. In cases where hard-skills training is needed, most individuals attend outside training programs while receiving ongoing support from HSS. Hard-skills training programs offered in-house include training in housekeeping and customer service. Ideally, this phase results in job placement in an unsubsidized position.

The final stage of the workforce development program is post-placement and retention services. Recognizing that entry-level work often does not provide a living wage, program participants are provided continued support services for up to two years, to assist them with case management, access to work supports, and career advancement.

HSS acknowledges the importance of documentation and administration when working with government contracts. Additionally, it finds this level of accountability important in helping it reach its grant and programmatic goals. To facilitate documentation, data-tracking, and performance management, HSS employs an internal, web-based database that includes electronic case notes for all its programs at the workforce development center.

TANF Partnership

Since 2001, Henry Street Settlement Workforce Development Center has been providing employment services to TANF individuals by sub-contracting with Seedco, which serves as an intermediary and prime contract vendor for local TANF agencies. The Seedco model features a relationship where partners are identified and are joined in a community-focused alliance to deliver services. Seedco serves as a management services intermediary, providing funding, management support, fiscal management, performance analysis, and technical assistance to its community-based partners. HSS in turn provides direct services to clients.

In general, HSS has found that working with TANF through Seedco offers it a stronger voice, as a result of the alliance Seedco has created. The benefits of partnering with Seedco identified by HSS include: being able to access large contracts that it could not attain independently, sharing best practices with alliance partners, and Seedco's commitment to analyzing performance in a way that facilitates continuous performance improvement.

Other Community Partnerships

As previously noted, Henry Street Settlement's Workforce Development Center partners with a number of community-based organizations to broaden the capacity and reach of its workforce programming. WDC staff sits on a number of alliances including the EarnFair Alliance, comprised of 15 community-based organizations; the Federation for Protestant Welfare Agencies; the Campaign for Tomorrow's Workforce; the New York City Employment and Training Coalition; and Jobs First NYC. HSS is also a member of United Neighborhood Houses. Through these alliances, HSS shares information and best-practices, and engages in collaborative advocacy. HSS also partners with local faith-based organizations on a more informal basis.

Interfaith Hospitality Network of Greater Johnson City, Inc. Johnson City, Tennessee

Johnson City Demographics

The Interfaith Hospitality Network of Greater Johnson City is a faith-based organization serving homeless families with children in Johnson City, Tennessee and its surrounding communities including Washington, Carter, Unicoi, Greene, Johnson, and the eastern end of Sullivan Counties. As of 2007, Johnson City had a population of 58,025 of which 5,746 families had children under the age of 18.

Spanning across Carter, Sullivan, and Washington Counties, Johnson City's leading economic industries are education, health and social services, manufacturing, and retail trade. In 2007, the median income in Johnson City was \$35,746 with an unemployment rate of 3.7%.

In 2008, an average of 135,720 recipients - including 53,360 families and 99,400 children - were receiving TANF benefits in the state of Tennessee. More information regarding Johnson City's demographics are presented in Exhibit 11.

Interfaith Hospitality Network of Greater Johnson City Programmatic Information

Mission

The Interfaith Hospitality Network of Greater Johnson is a collaboration of congregations that join together to provide lodging, meals, and assistance to homeless families in Johnson City and its surrounding communities.

Organizational Structure

The Interfaith Hospitality Network of Greater Johnson City (IHNGJC) is operated by two full-time staff members and two part-time case managers. Its programs are also supported by 50 weekly volunteers all of whom receive training on difficult-to-serve populations.

Exhibit 11: Demographic Information for Johnson City²¹	
<u>Population</u>	
2007	58,025
<u>Ethnicity (2007)</u>	
White	90.0%
African-American	6.5%
Asian or Pacific Islander	1.3%
Hispanic or Latino origin ²²	3.5%
<u>Age Composition (2007)</u>	
0-19	13,337
20-24	6,104
25-44	16,026
45-64	13,746
65 +	8,812
Median Age	35.9
<u>Gender Composition (2007)</u>	
Male	28,131
Female	29,894
<u>Median Income (2007)</u>	
per household	\$ 35,746
<u>Unemployment Rate</u>	
2007	3.7%
<u>Tennessee TANF Indicators (FY 2008)</u>	
Recipients (average)	135,720
Families (average)	53,360
Children (average)	99,400

²¹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

²² Hispanics may be of any race, so also are included in applicable race categories.

In 2007, IHNGJC declared \$233,657 in revenue. The majority of funding for IHNGJC comes from the government, churches, and individual volunteers, with a much smaller percentage coming from civic organizations and private foundations. Some of the major funders of IHNGJC include: the State Housing Finance Agency, the U.S. Department of Housing and Urban Development, and the United Way. IHNGJC does not receive any TANF support.

Population Served

Interfaith Hospitality Network of Greater Johnson City serves homeless families with children. Through its collaborative, IHNGJC is able to serve up to five families at any one time.

Partnering agencies help screen and refer families. These referrals primarily come from the Health Department, the Department of Human Services, the Department of Children's Services, and hospitals and clinics. Initial intakes are conducted over the phone, followed by an in-person assessment with a case manager and a background check. Families in which there is active substance abuse, psychiatric problems, or a current warrant are excluded, and referred elsewhere for services. Approximately 90% of the families served through IHNGJC are TANF-eligible.

Services

Interfaith Hospitality Network of Greater Johnson City's primary service is comprehensive shelter. Host congregations provide overnight accommodations and meals for up to five families for one week three to four times a year. Support congregations are then matched with host congregations to provide volunteers and other support. IHNGJC's collaborative consists 40 congregations, 16 of which are host churches.

Families are housed in private rooms in each church and rotate between churches on a weekly basis. The belief is that by rotating families they are able to meet a larger number of volunteers and make more connections that can assist them with employment and housing searches in the future. Additionally, rotating helps prevent families from feeling too comfortable in shelter. IHNGJC believes that this lack of permanency increases families' motivations to find their own housing.

IHNGJC's shelter program operates on a fairly strict schedule. From 5:30pm-7:00am, families reside at the host church. Each morning families are transported to IHNGJC's Day Center where there are showers, laundry facilities, telephones, computers, and a large play area for children. At this time, IHNGJC staff work with families to connect them to the resources and services that will assist them in attaining independence. Each family had a unique 4-page service plan that outlines their individual goals and objectives. Common issues the plan attempts to address include employment, housing, counseling, skills training, health and nutrition, and parenting. IHNGJC provides pro-bono community counseling, domestic violence support, and mental health services in-house. IHNGJC also provides parenting classes through a partnership with the Mental Health Department and the Department of Children's Services (DCS). Case workers assist families in applying for housing subsidies, cash assistance, utility assistance, food stamps, and other public benefits. At night, program participants are transported back to the host church where dinner is provided.

Each year, seven families from the program are selected to be placed in permanent housing. This permanent housing is subsidized so that families only need to contribute 30% of their income toward rent.

TANF Partnership

The large number of families served through Interfaith Hospitality Network of Greater Johnson City are TANF enrolled or eligible. IHNGJC works with TANF to get enrolled families exempt from the regular job training program, required by TANF, while they are engaged in the IHNGJC program. IHNGJC also coordinates its services closely with the Department of Human Services (DHS). All program participants sign confidentiality waivers so that IHNGJC can share information and work with DHS and DCS on the families behalf. IHNGJC communicates with DHS by providing case notes and corresponding through regular email and phone calls. DHS staff also visit the IHNGJC facility and join staff meetings between DHS and IHNGJC staff are held to answer questions, clarify confusion about the program, and link clients to additional services in the community.

Other Community Partnerships

As previously mentioned, the Interfaith Hospitality Network of Greater Johnson City operates within a collaboration of 40 congregations. Additionally, IHNGJC works closely with government agencies and other local service providers through their referrals between programs.

Jesus Christ Tabernacle of David Outreach, Inc. Utica, New York

Utica Demographics

Jesus Christ Tabernacle of David Outreach is a faith-based organization serving low income children and families in the Corn Hill section of Utica, New York. As of 2007, Utica had a population of 60,177 of which 6,997 families had children under the age of 18.

Historically known as being an industrial based town, Utica was significantly impacted by deindustrialization. More recently the city has been the focus of revitalization efforts, especially in the area of arts and entertainment. Utica has been dubbed the “Second Chance City” as a result of its large and growing immigrant population, primarily originating from Bosnia, Somalia, Cambodia, and Thailand. These immigrant populations have played an important role in revitalizing Utica’s political, economic, and social life. In 2007, Utica had a medium household income of \$29,990 and an unemployment rate of 5.7%.

In 2008, an average of 257,575 recipients - including 117,034 families and 195,073 children - were receiving TANF benefits in the state of New York. More information regarding Utica’s demographics are presented in Exhibit 12.

Jesus Christ Tabernacle of David Outreach Programmatic Information

Mission

Jesus Christ Tabernacle of David Outreach provides emergency and supportive housing for homeless women with children, as well as support to single, chronic homeless women and families. It also provides a wide range of community-based services to help individuals become self-sufficient.

Exhibit 12: Demographic Information for Utica²³	
Population	
2007	60,177
Ethnicity (2007)	
White	79.4%
African-American	13.2%
Asian or Pacific Islander	2.9%
Hispanic or Latino origin ²⁴	7.7%
Age Composition (2007)	
0-19	16,264
20-24	4,853
25-44	16,850
45-64	13,066
65 +	9,144
Median Age	34.6
Gender Composition (2007)	
Male	28,468
Female	31,709
Median Income (2007)	
per household	\$ 29,990
Unemployment Rate	
2007	5.7%
New York TANF Indicators (FY 2008)	
Recipients (average)	257,575
Families (average)	117,034
Children (average)	195,073

²³ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

²⁴ Hispanics may be of any race, so also are included in applicable race categories.

Jesus Christ Tabernacle of David Outreach (JCTOD) was originally formed in New York City in 1987, by Reverend Maria Scates. The New York City JCTOD was an early iteration of the current JCTOD; when Reverend Scates left New York City, the organization remained dormant until she moved to Utica in 1995. The focus of this case study is JCTOD in its current iteration. Through its wrap-around services, JCTOD's programs focus on teaching the ABCs: accountability, boundary-setting, and commitment.

Organizational Structure

Jesus Christ Tabernacle of David Outreach (JCTOD) is run largely by volunteers; both the CEO and COO are full-time volunteers. JCTOD receives eight paid employees from a local staffing company, as well as four county workers employed through a work experience program. In the summer, JCTOD works with approximately 30 youth participating in the Summer Youth Employment Program and Youth Scholar Program. JCTOD is also supported by approximately eight full- and part-time volunteers, as well as many past and current program participants who volunteer.

With a budget of \$640,000, JCTOD receives both governmental and foundational support. Some of JCTOD's largest supporters include the Oneida County Department of Social Services, Oneida County Youth Bureau, United Way, Food Bank of Central New York, Emergency Shelter Grant Program, Child and Adult Care Food Program, Workforce Investment Board, and Reentry Task Force funding. Additionally, JCTOD also receives funding through the rent it collects, as well as central New York housing subsidies.

Population Served

Jesus Christ Tabernacle of David Outreach (JCTOD) provides services to homeless women with children as well as families and single, chronic homeless women, including ex-offenders. JCTOD primarily receives referrals through the Department of Social Services, and many of its programs target TANF recipients.

JCTOD provides supportive housing services to approximately 130-140 individuals a year, with its short-term family shelter serving an additional 125 individuals annually. Through JCTOD's nutrition programs, including its Food Pantry, JCTOD provides nutritional services to more than 200 families each month.

Services

Through the Johnson Parks Apartments program, Jesus Christ Tabernacle of David Outreach (JCTOD) provides apartment units to homeless women with children. The women served through this program often have open cases with child protective services, have children in foster care, or are involved with the family court. These women make a commitment to stay for 1-2 years and have an ultimate goal of being reunited with their children. All program participants are TANF-eligible, and have a diagnosis of substance abuse and/or mental illness (many of the program participants have dual-diagnosis).

JCTOD provides mental health services through its partnership with the Oneida County Family Treatment Court (OCFTC). OCFTC helps program participants attain appropriate treatment and teaches them how to maintain a household. JCTOD also partners with the Oneida County Mental Health Department. All program participants go through the Mental Health Department's Mental Health Committee and are assigned case managers who thoroughly coordinate their service delivery. In addition to housing, substance abuse treatment, and mental health services, program participants receive job-training, educational services, family development programs, and other support services. In total, JCTOD operates 15 permanent housing units, serving anywhere from 50-60 individuals at a time.

In addition to these supportive housing units, JCTOD operates a family emergency shelter. The first of its kind in Utica, this shelter enables homeless families stay together and receive services under one roof.

These shelter programs are supported by JCTOD's nutrition programs, which consist of a food pantry and a youth nourishment program. JCTOD's food pantry operates in the evening and serves low-income individuals and families. Each household is able to utilize the food pantry twice per month, and more frequently in times of special need. JCTOD's youth nourishment program provides hot, nutritious meals and snacks to youth on a daily basis.

JCTOD also operates Second Chance, a program aimed at helping ex-offenders find and retain employment. This project is informed and operated by graduates of some of JCTOD's other programs, who are also ex-offenders. Through this program JCTOD provides program participants mentoring and life-coaching, career counseling, transportation assistance, aid in the acquisition of identification documents, and work-appropriate clothing. JCTOD offers weekly job and life skills classes and partners with job training programs such as Workforce Solutions to ensure that program participants attain appropriate job-training skills.

TANF Partnership

In addition to receiving referrals from the Department of Social Services, Jesus Christ Tabernacle of David Outreach (JCTOD) has a strong and extensive working relationship with the local Department of Social Services DSS. JCTOD is part of the Oneida County/Mojave Valley Homeless Housing Assistance Coalition, which also includes DSS and the Oneida County Mental Health Department (OCMHD). This committee meets monthly to coordinate, discuss, and share plans and strategies to help homeless persons in Oneida County. Additionally, the Steering Committee of this coalition, chaired by JCTOD and attended by DSS and OCMHD, meets bi-monthly to coordinate the coalition's activities.

DSS has shown strong support for JCTOD's program by bringing together community members to support its initiatives. In turn, JCTOD has developed programs, such as its Family Shelter, to serve as an outlet for DSS. Through the Homeless Housing Assistance Coalition meeting, county representatives have acknowledged the need for a family shelter, to allow homeless families to stay together. After agreeing to take these families, the county worked with JCTOD to establish the Family Shelter, which began accepting families in 2004.

JCTOD and the DSS Homeless Housing Coordinator meet on a monthly basis and engage in regular phone calls to coordinate their work and more strategically address issues and concerns.

Other Community Partnerships

Jesus Christ Tabernacle of David Outreach (JCTOD) partners with a number of community-based organizations, including the Oneida County Family Treatment Court and Oneida County Mental Health Department, in order to provide services to its program participants. Additionally, JCTOD also partners with the Resource Center for Independent Living which provides JCTOD accounting services, as well as the aforementioned staffing company, which helps provide staff and volunteer opportunities for program participants.

Jobs Partnership of Greater Washington Washington, District of Columbia

Washington, DC Demographics

Jobs Partnership of Greater Washington is a faith-based organization providing employment training to unemployed, underemployed, and hard-to-serve populations in Washington, DC. As of 2007, the District of Columbia had a population of 585,267, of which 44,489 families had children under the age of 18.

As the nation's capital, Washington, DC's major economic industries include the federal government, technology, construction, international business, and hospitality. The federal government supports the local economy in a number of ways including purchases, research and development funding, and grant and loan programs. In 2007, Washington, DC had a median income of \$52,187 and an unemployment rate of 5.9%.

In 2008, an average of 11,906 recipients - including 5,375 families and 9,746 children - were receiving TANF benefits in Washington, DC. More information regarding Washington, DC's demographics are presented in Exhibit 13.

Jobs Partnership of Greater Washington Programmatic Information

Mission

Jobs Partnership of Greater Washington brings churches and businesses together to provide employment training to unemployed, underemployed, and hard-to-serve populations in the greater Washington, DC area.

Jobs Partnership of Greater Washington (JPGW) is currently in its 12th year of operation and is a local affiliate of National Jobs Partnership, now operating in over 90 cities across the nation.

Exhibit 13: Demographic Information for Washington, DC²⁵	
<u>Population</u>	
2007	585,267
<u>Ethnicity (2007)</u>	
White	34.4%
African-American	55.5%
Asian or Pacific Islander	3.2%
Hispanic or Latino origin ²⁶	8.3%
<u>Age Composition (2007)</u>	
0-19	133,193
20-24	54,137
25-44	191,135
45-64	137,221
65 +	69,581
Median Age	35.0
<u>Gender Composition (2007)</u>	
Male	276,189
Female	309,078
<u>Median Income (2007)</u>	
per household	\$52,187
<u>Unemployment Rate</u>	
2007	5.9%
<u>Washington, DC TANF Indicators (FY 2008)</u>	
Recipients (average)	11,906
Families (average)	5,375
Children (average)	9,746

²⁵ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

²⁶ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Prior to the recent recession, Jobs Partners of Greater Washington had a staff of six. While it has had to let three staff members go, JPGW has been advised that beginning October 1, 2009 it will be receiving a grant from the City Council, which will allow it to re-build its staff to a capacity of six. In addition to this staff team, JPGW is also supported by over 150 volunteers, mentors, and job coaches.

JPGW has historically operated on an annual budget of approximately \$300,000. However, this budget has recently increased by \$500,000, due primarily to the city's decision to invest in the development of a Job Training Center. This Job Training Center, which is scheduled to open in 2011, will allow JPGW to provide weekly training classes from a central location. The Mayor's Office of Planning and Economic Development has also given an additional \$250,000 to JPGW.

More generally, however, JPGW receives financial support from a wide variety of sources, including the faith community, the business community, and governmental agencies. JPGW receives significant support from Associated Builders and Contractors (ABC), a trade association required to employ a minimum percentage of District employees. ABC partners with JPGW to train, recruit, and hire program participants; it also provides significant financial support, sponsoring job fairs and job forums.

Population Served

Jobs Partnership of Greater Washington serves unemployed, underemployed, and hard-to-serve populations (e.g., ex-offenders) in the greater Washington, DC area, extending into Prince George's and Montgomery Counties.

Since its inception, JPGW has served over 3,000 individuals, the majority of whom have successfully found employment paying above minimum wage. JPGW is currently focused on, but is not limited to, serving ex-offenders - 60% of whom are male. The motivation behind this focus is that ex-offenders are often related, or connected to people in the church community, regardless of whether or not they personally consider themselves to have a connection to the church. Prior to this focus, JPGW primarily served females, many of whom were TANF-eligible or enrolled, who resided in the public housing project across the street from its office. Currently, about half of its female program participants are TANF recipients.

Services

Through its partnerships with local churches and businesses, Jobs Program of Greater Washington offers job- and life-skills classes, job training, and job fairs to help program participants gain long-term, stable employment. JPGW's job-readiness classes combine spirituality and job-training, with pastors teaching the spiritual classes. Each class is comprised of approximately 15 participants, and lasts for 12 weeks; typically, four classes are underway at any one time. According to JPGW, feedback from this program suggests that participants "get the most out of the spiritual content." Recognizing the wide array of needs often experienced by the population it serves, part of the JPGW job-training program is taking class field trips to local One-Stop Centers, to educate program participants about the resources available to them.

Once program participants graduate from the job-training program, they are invited to attend the many job fairs put on by JPGW in local churches. Through these job fairs and JPGW's associations with organizations such as the Department of Employment Services, Associated Builders and Contractors (ABC), and the faith community, JPGW helps connect program graduates with real job opportunities.

More recently, JPGW has begun offering pre-release programs and job fairs in the local Washington, DC jails. These voluntary programs are focused on preparing ex-offenders for future employment. ABC supports this program by providing hands-on training to program participants.

JPGW has also recently worked with ABC to develop high school-based programs that train student to succeed in the construction trade.

As stated previously, JPGW has been advised that it will be receiving a grant from the City Council, to begin October 1, 2009. In line with the Obama Administration's current priorities for job development, this grant will focus on training people for - and placing them into - green jobs.

TANF Partnership

Jobs Partnership of Greater Washington works with a number of TANF recipients; however, the majority of its work with TANF is done in conjunction with other faith- and community-based organizations who have case managers and programmatic staff specifically trained to address TANF-related issues. One example of this is JPGW's partnership with the Columbia Heights/Shaw Family Support Collaborative and the Georgia Avenue/Rock Creek East Family Collaborative, both of which work with TANF recipients. When JPGW encounters TANF-eligible program participants, it will often refer them to one of these partnering collaborative or another organization more specialized to address issues associated with TANF.

Other Community Partnerships

Jobs Partnership of Greater Washington operates its programs in partnership with faith-based, community-based, governmental, and business organizations. Specifically, JPGW collaborates with over 120 churches, 20 of which house JPGW classes. JPGW also has good working relationships with a number of public agencies, including the Court Services Offender Supervision Agency and the Justice Department's Community Oriented Policing Services Division.

One of JPGW's strongest business partnerships is its relationship with Associated Builders and Contractors (ABC). In addition to providing hands-on and monetary support to JPGW programs, ABC has sponsored forums where faith-based and community-based organizations have come together to discuss how to best work together to alleviate some of the unemployment problems in the District.

In addition to these individual partnerships, JPGW participates in a city-wide collaborative that includes representatives from different denominations and faiths, who meet quarterly to discuss how they can address unemployment issues in more effective and efficient ways.

Kairos Ministries, Inc. Memphis, Tennessee

Memphis Demographics

Kairos Ministries, Inc. is a faith-based organization serving low-income individuals and families in South Memphis, Tennessee. As of 2007, Memphis had a population of 649,443, of which 70,981 families had children under the age of 18.

With a highly diverse economy, Memphis is home to a number of Fortune 1000 companies. Major economic industries in Memphis include, but are not limited to, manufacturing, service, retail, arts and entertainment, and tourism. In 2007, Memphis had a median income of \$35,181 and an unemployment rate of 7.3%.

In 2008, an average of 135,720 recipients – including 53,360 families and 99,400 children - were receiving TANF benefits in the state of Tennessee. More information regarding Memphis’ demographics are presented in Exhibit 14.

Kairos Ministries, Inc. Programmatic Information

Mission

Kairos Ministries, Inc., works with TANF recipients in South Memphis, Tennessee to help them attain employment and break the cycle of poverty.

Formerly known as Centenary Ministries, Inc., Kairos Ministries, Inc. began as the outreach arm of Centenary United Methodist Church. Recognizing that the organization could have greater impact as an independent entity, its Board of Directors decided to establish it as an independent organization, under a new name.

Exhibit 14: Demographic Information for Memphis²⁷	
<u>Population</u>	
2007	649,443
<u>Ethnicity (2007)</u>	
White	31.9%
African-American	62.4%
Asian or Pacific Islander	1.7%
Hispanic or Latino origin ²⁸	4.6%
<u>Age Composition (2007)</u>	
0-19	195,280
20-24	51,745
25-44	180,696
45-64	155,653
65 +	66,069
Median Age	33.4
<u>Gender Composition (2007)</u>	
Male	308,155
Female	341,288
<u>Median Income (2007)</u>	
per household	\$ 35,181
<u>Unemployment Rate</u>	
2007	7.3%
<u>Tennessee TANF Indicators (FY 2008)</u>	
Recipients (average)	135,720
Families (average)	53,360
Children (average)	99,400

²⁷ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

²⁸ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Kairos Ministries, Inc. (Kairos) is operated by 23 staff members, as well as several volunteers. Kairos staff consists of case managers, job developers, data managers, and fiscal and administrative support staff. Several staff members are former graduates of Kairos; these individuals finished school while receiving Kairos services, and were subsequently hired by the organization.

Kairos is a subcontractor to Seedco. As an intermediary, Seedco supports Kairos through a combination of performance-based and reimbursement funding. Performance-based funding, which comprises approximately half of Kairos' funding from Seedco, is based on 30-, 60-, and 90-day retention rates, as well as milestones (e.g., raises, promotions) within each of these benchmarks.

Population Served

Kairos Ministries, Inc. exclusively serves TANF recipients in South Memphis, Tennessee. In mid-2009, Kairos was serving 2,600 clients. Many of Kairos' clients (who are referred to by staff as "customers") lack a formal high school education. Additionally, a number also have felony convictions, although most have not served time in prison. Clients are referred to Kairos indirectly by the Department of Human Services, with Seedco acting as an intermediary.

With a larger goal of moving people from welfare to self-sufficiency, Kairos tracks participants' program activities, job placements, and retention through the software tool, salesforce.com. Data is collected through case managers who receive check stubs from program clients, and outcomes are shared on a monthly basis with the Department of Human Services. In terms of job placements, Kairos has a goal of 60 placements per month.

Services

Kairos Ministries, Inc.'s programs are aimed at helping clients move from welfare to self-sufficiency. All program participants undergo an orientation, during which time Kairos helps participating individuals understand how the welfare system has changed over the years, including the current limits regarding service provision.

Kairos offers trainings in both job skills and life skills. Job skills training focuses on resume preparation, successful interviewing, job searches, basic computer skills, and more advanced skills training. Kairos also provides case management to assist customers in obtaining support services such as childcare and vocational and education training. For services not available directly through Kairos, case managers make referrals to partnering faith and community-based organizations. Seedco also supports Kairos in identifying organizations that can provide supplemental support services. Some of the common services for which referrals are made include dental care, eye care, and vocational and educational training programs.

TANF Partnership

Kairos Ministries, Inc. partners indirectly with local TANF providers, through its subcontract with Seedco. Prior to this subcontract, Kairos provided Families First services through a direct contract with the Department of Human Services (DHS). Under its new intermediary partnership, Seedco works directly with DHS and Kairos works directly with Seedco. This partnership has provided significant benefit to Kairos, by freeing its staff of the financial and administrative burdens associated with direct contracting; however, it has also given increased focus – and in some respects, restriction – to work with clients.

Within the Seedco network there are five faith and community-based subcontractors in Shelby County. These five subcontracts network through monthly dialogues, in which organizations share best practices and encourage each other through healthy competition.

Other Community Partnerships

In addition to the partnerships developed through Seedco, Kairos Ministries, Inc. partners with a number of other faith- and community-based organizations to support its clients. One example is its strong relationship with Centenary United Methodist Church, as well as another nearby congregation, Galloway United Method Church. For both volunteer support and in other ways, these faith-based partnerships provide additional kinds of collaboration and reinforcement to the Kairos' team

Life Development Institute Denver, Colorado

Denver Demographics

Life Development Institute is a faith-based organization focused on improving the Westwood neighborhood of Denver, Colorado, through youth leadership development. As of 2007, Denver, CO had a population of 576,842 of which 56,628 families had children under the age of 18.

Strategically located between Los Angeles, Chicago, Seattle and New Orleans, Denver serves as an important location for federal, high-tech, educational, commercial, financial, cultural, tourist, storage, and distribution service industries. In 2007, Denver had a median income of \$43,748 and an unemployment rate of 4.5%.

In 2008, an average of 21,478 recipients - including 8,816 families and 16,780 children - were receiving TANF benefits in the state of Colorado. More information regarding Denver's demographics are presented in Exhibit 15.

Life Development Institute Programmatic Information

Mission

Life Development Institute provides leadership development to children, adolescents, and young-adults in the Westwood neighborhood of Denver, Colorado so that they can play a role in impacting systemic, economic, and social issues in their community.

Exhibit 15: Demographic Information for Denver²⁹	
<u>Population</u>	
2007	576,842
<u>Ethnicity (2007)</u>	
White	72.4%
African-American	9.9%
Asian or Pacific Islander	3.3%
Hispanic or Latino origin ³⁰	34.2%
<u>Age Composition (2007)</u>	
0-19	150,521
20-24	34,610
25-44	199,012
45-64	131,715
65 +	60,984
Median Age	35.1
<u>Gender Composition (2007)</u>	
Male	293,064
Female	283,778
<u>Median Income (2007)</u>	
per household	\$43,748
<u>Unemployment Rate</u>	
2007	4.5%
<u>Colorado TANF Indicators (FY 2008)</u>	
Recipients (average)	21,478
Families (average)	8,816
Children (average)	16,780

²⁹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

³⁰ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Life Development Institute (LDI) is supported by six staff and 45 volunteers. Originating out of the Price Center Church and its congregation of 1,200 members, LDI receives a large portion of its volunteers through the church community.

LDI operates on an annual budget of approximately \$500,000, including both monetary and in-kind donations (last year LDI received roughly \$380,000 in monetary donations). One of LDI's greatest in-kind donations is the space it uses to operate its programs. By covering a significant operational cost, this in-kind donation provides LDI considerable flexibility in terms of other funding options. LDI receives funding from a number of sources including local government agencies such as the Denver Mayor's Safe City Office, foundations, corporations, churches, and individuals. YouthWorks has also provided funding to support LDI.

Population Served

Leadership Development Institute serves children, youth, and young adults ages 18-25 in the Westwood neighborhood of Denver, Colorado. LDI provides services to approximately 300 youth a month, 60 of whom receive intensive services and have their participation intensively tracked. This latter group of youth who receive more comprehensive services typically remain in the program for at least one year. According to youth reports, 10-15% of youth are TANF-eligible; however, with the Westwood neighborhood posting a 40% poverty rate, staff at LDI wonder if these estimates are low due to dishonesty and shame.

Most youth join LDI through word of mouth. In fact, with a participation rate of 80-90%, LDI currently reaches its program capacities with very little, if any, marketing. Of the students who receive more intensive services, approximately 70% attain their first job through or with LDI. Additionally, 80% of these youth stay in contact with the program for at least a year after graduating. Last year 17 out of the 20 LDI students that graduated high school went on to college; many of these students were the first in their families to pursue higher education.

Services

Leadership Development Institute employs an asset-based model to identifying and nurturing high-capacity leaders in the Westwood community. Its programs are broken down into three distinct areas that it terms develop, equip, and connect.

LDI's "Develop" program area includes helping youth develop character, values, purpose, social responsibility, self-esteem, and self-confidence through one-on-one mentoring, group mentoring, life skills training, and spiritual guidance.

The "Equip" program area helps equip youth with real occupational skills. Focused on production and media, LDI operates a three stage program offering occupational skills in audio and video production, graphic design, and web development. Every Friday, LDI offers the Friday Hip-Hop Forum. This form offers classes in dance, media production, art, and other skill building areas related to production and media. Youth interested in pursuing their interest and further developing their skill can attend LDI's Focused Learning Intensives, monthly one- or

two-day workshops focused in a particular skill-building area. Once youth have developed and are ready to apply their skills they can work at Spark Media, LDI's micro business. This micro business operates four distinct arms including a record label and a clothing and apparel line. While the micro business is currently under LDI's non-profit umbrella, it is being developed into and operated as a business and the board is currently discussing how best to structure Spark Media. The three equip stages are supplemented with bi-annual job readiness classes and ongoing trainings throughout the year on issues such as resume building and interviewing.

Finally, LDI's third program area is "Connect," where LDI works to connect young people who have become leaders back into community- and faith-based organizations where they can serve at a higher level. LDI does this through its extensive network of community- and faith-based partnerships, discussed below. Additionally, LDI has a case manager on staff who helps connect youth with job postings and other available jobs in the community based on their individual interests.

TANF Partnership

Leadership Development Institute primarily partners with TANF through referrals to TANF offices and One-Stop centers.

Other Community Partnerships

Leadership Development Institute partners with a wide variety of community- and faith-based organizations. Through its connect program area, LDI hold an annual train-the-trainers conference where urban youth workers from both community- and faith-based organizations can come together to receive a wide variety of trainings. This two-day conference is held at a college campus in New York City and a shortened, one-day version is also held in other places throughout the United States. LDI also operates two learning communities with 30 youth leaders. These leaders meet on a monthly basis to read books related to youth work and sustainability, network and more generally, encourage each other. As a group, they also attend two overnight retreats throughout the year. Through these activities, LDI has developed and continues to nurture its large network of partners.

LDI also partners with local businesses, city offices, and individuals to lead trainings and workshops for program participants. Most of these partnerships are developed through word of mouth. LDI's Board of Directors is also highly connected in the local business community, and it provides assistance securing partnerships as well as internships and job placements for many participating youth.

One of LDI's more formal partnerships is its relationship with Save Our Youth, a faith-based mentoring organization. While LDI secures mentors through its board, the church, and the community at-large, Save Our Youth supports this program by providing training, database tracking, and partially funding LDI's mentor coordinator position.

Finally, as previously mentioned, LDI maintain a strong relationship with Price Center Church, and it partners with church members in a wide variety of ways, including supporting its large groups of volunteers.

LifeSTARTS Youth and Family Services, Inc. Washington, District of Columbia

Washington, DC Demographics

LifeSTARTS Youth and Family Services, Inc. is a faith-based organization providing services to youth and families in Washington, DC. As of 2007, Washington, DC had a population of 585,267, of which 44,489 families had children under the age of 18.

As the nation’s capital, Washington, DC’s major economic industries include the federal government, technology, construction, international business, and hospitality. The federal government supports the local economy in a number of ways including purchases, research and development funding, and grant and loan programs. In 2007, Washington, DC had a median income of \$52,187 and an unemployment rate of 5.9%.

In 2008, an average of 11,906 recipients, 5,375 families, and 9,746 children were receiving TANF benefits in the District of Columbia. More information regarding Washington, DC’s demographics are presented in Exhibit 16.

Exhibit 16: Demographic Information for Washington, DC³¹	
<u>Population</u>	
2007	585,267
<u>Ethnicity (2007)</u>	
White	34.4%
African-American	55.5%
Asian or Pacific Islander	3.2%
Hispanic or Latino origin ³²	8.3%
<u>Age Composition (2007)</u>	
0-19	133,193
20-24	54,137
25-44	191,135
45-64	137,221
65 +	69,581
Median Age	35.0
<u>Gender Composition (2007)</u>	
Male	276,189
Female	309,078
<u>Median Income (2007)</u>	
per household	\$52,187
<u>Unemployment Rate</u>	
2007	5.9%
<u>Washington, DC TANF Indicators (FY 2008)</u>	
Recipients (average)	11,906
Families (average)	5,375
Children (average)	9,746

LifeSTARTS Programmatic Information

Mission

LifeSTARTS Youth and Family Services, Inc. provides mentoring, life skills, coaching, support, and advocacy to children and families in the East-of-the-River Community in Washington, DC.

Organizational Structure

LifeSTARTS Youth and Family Services, Inc. (hereby referred to as LifeSTARTS), formerly referred to as East Capital Center for Change, is operated by 17 staff members including a social worker, a Program Development Evaluator, after-school Managers, and an in-school/after-school Director. Staff are especially skilled at relating to program participants, due to the fact that 30%

³¹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data

³² Hispanics may be of any race, so also are included in applicable race categories.

of the staff themselves grew up in the East-of-the-River Community. LifeSTARTS is also supported by 35 volunteers. Volunteers are recruited from local colleges, corporations, and the community. Additionally, volunteers come to LifeSTARTS after hearing about its programs in *The Wall Street Journal*, *The Economist*, and other media outlets.

In 2007, LifeSTARTS's operational budget was over \$2 million. LifeSTARTS receives funding from the government, foundations, corporations, and individual donors. Some of LifeSTARTS funders include the Annie E. Casey Foundation, the Meyer Foundation, the U.S. Department of Health and Human Services, the U.S. Department of Education, the DC Department of Health, and the East River Clergy-Police-Community Partnership.

Population Served

LifeSTARTS provides services to children and families in Wards seven and eight in Washington, DC. The majority of individuals served through LifeSTARTS are receiving public assistance or are in the process of transitioning off public assistance. LifeSTARTS' in-school programs provide one-on-one mentoring to over 200 children, and its after-school programs serve 100 adolescents and 30 elementary school-age children.

LifeSTARTS tracks a number of performance indicators for both youth and parents; performance is measured through baseline assessments and post-assessments. In terms of youth, LifeSTARTS tracks school attendance, behavioral indicators, academic achievement, parental involvement in youth's academic lives, and involvement in the juvenile justice system. With adults, LifeSTARTS tracks communication among family members and completion of the eight-week training course. Wealth-building is also tracked, through Marriage Development Accounts, a unique program serving 200 adults and youth. In terms of outcomes, in LifeSTARTS' after-school tutoring program, Learning Loop, the average improvement for both tutors and students receiving tutoring has increased by 1.5 grade-points (i.e., a D- average became a C+).

Services

LifeSTARTS offers one-on-one in-school mentoring, tutoring, and classroom management in two Washington, DC public schools. Through this outreach, LifeSTARTS staff works to connect with youth so they can develop positive behaviors and outcomes for their lives. Conversationally, youth in this program are referred to as "at-promise" as opposed to "at-risk," to help them recognize the potential they each have. LifeSTARTS has found that if it can connect with 10% of the "at-promise" kids and help them to develop positive behaviors and attitudes, these youth can positively influence the rest of the youth in that school.

LifeSTARTS also runs after-school programs. In these programs, youth engage in activities such as healthy expression of the arts. Additionally, through the after-school program LifeSTARTS operates Learning Loop, where high school students provide reading and math tutoring to elementary school students, in group-tutoring sessions.

In the Community and Family Department program, LifeSTARTS provides parenting and marriage education courses. East-of-the-River is a high-poverty area, where 62% of families are single-parent, female-headed households. The Community and Family Development program's

approach recognizes that while this population may not necessarily be committed to marriage, it is highly committed to creating positive outcomes for its children. The classes provided through this program have historically been offered jointly to women and men – but based on feedback, LifeSTARTS recently recognized that women and men are better served separately, and has begun holding separate parenting classes for women and men.

Support for families is also provided through the Together Is Better program, which offers marriage development accounts. Together Is Better is an asset-building program targeting better outcomes for youth. This program is offered in partnership with the Capital Area Asset Builders (CAAB), which has a long history of operating individual development account (IDA) programs. The marriage development accounts are similar to IDAs; however, they have a higher savings match of 3:1, up to \$12,000. Money saved through this program must be used for new businesses, home purchases, or education. Parents who participate in this program receive financial literacy education and are also provided free tax preparation.

TANF Partnership

LifeSTARTS used to be housed inside the TANF building, often locally referred to as the income-maintenance building. Through this close proximity, LifeSTARTS has developed good relationships with the TANF case workers, including those who process TANF applications. LifeSTARTS had not experienced problems with program participants receiving benefits, although on occasion it has experienced challenges with re-certification of benefits. In these instances, LifeSTARTS staff provide advocacy, working with TANF case managers to resolve problems that may exist with individual cases.

Other Community Partnerships

LifeSTARTS actively works to partner with community- and faith-based organizations. As previously discussed, LifeSTARTS partners with CAAB to provide marriage development accounts. Other partners include the Metropolitan Police Department, the Ophelia Egypt Teen Center, US Dream Academy, and Chronicles of Truth Production. LifeSTARTS also partners with a number of local churches. In addition to program collaboration, these and other partnerships also serve as an outlet by which LifeSTARTS recruits volunteers.

Lower Lights Ministries Columbus, Ohio

Columbus Demographics

Lower Lights Ministries is a faith-based organization focused on community development in the Franklinton neighborhood of Columbus, Ohio. As of 2007, Columbus had a population of 724,095 of which 83,300 families had children under the age of 18.

Columbus has a diverse economy rooted in the service, trade, government, and manufacturing sectors, with the U.S. government serving as the city's third largest employer. Other strong economic industries in Columbus include education, banking, research, insurance, data processing, telecommunications, retail, health care, and the military. In 2007, Columbus has a median income of \$42,031 with an unemployment rate of 5.4%.

In 2008, an average of 174,554 recipients - including 80,796 families and 132,865 children - were receiving TANF benefits in the state of Ohio. More information regarding Columbus' demographics are presented in Exhibit 17.

Exhibit 17: Demographic Information for Columbus³³	
<u>Population</u>	
2007	724,095
<u>Ethnicity (2007)</u>	
White	65.6%
African-American	26.4%
Asian or Pacific Islander	4.1%
Hispanic or Latino origin ³⁴	4.0%
<u>Age Composition (2007)</u>	
0-19	198,727
20-24	68,211
25-44	241,117
45-64	152,659
65 +	63,381
Median Age	32.2
<u>Gender Composition (2007)</u>	
Male	355,953
Female	368,142
<u>Median Income (2007)</u>	
per household	\$ 42,031
<u>Unemployment Rate</u>	
2007	5.4%
<u>Ohio TANF Indicators (FY 2008)</u>	
Recipients (average)	174,554
Families (average)	80,796
Children (average)	132,865

Lower Lights Ministries Programmatic Information

Mission

Lower Lights Ministries supports community development in the Franklinton neighborhood of Columbus, Ohio by fulfilling the basic necessities of underprivileged individuals and families and helping them attain self-sufficiency.

Started in 1991, as the social arm of the Bellows Avenue Church, Lower Lights Ministries has morphed from a basic food and clothing pantry into a wider-scale Nazarene Compassionate Ministry Center.

³³ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

³⁴ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Lower Lights Ministries (LLM) has five full-time and four part-time staff who are supported by over 400 volunteers. Given this remarkable volume, all volunteers undergo training and orientation, after which they serve a variety of functions throughout the organization. Volunteers provide everything from administrative services to mentoring and advocacy.

LLM's 2008 budget was \$320,000. LLM receives funding through government contracts, corporations, foundations, individual donations, and churches, with the largest portion coming from private entities, individuals, and churches. LLM's two government funding sources include a capacity-building grant from the U.S. Department of Health and Human Services' Administration for Children and Families, and a three year TANF contract, which recently ended. LLM's TANF contract was administered through the Governor's Office of Faith-Based and Community Initiatives and provided services to residents of Rachel's House, discussed below.

Population Served

Lower Lights Ministries (LLM) serves low-income families residing in Franklinton, and incarcerated women returning to the community from two local female institutions. In the first half of 2009, LLM provided services to 782 individuals, 90% of whom were TANF-eligible. The majority of individuals and families served by LLM receive basic services, such as the provision of food or clothing; however, approximately 50 clients are provided more comprehensive services. One of LLM's comprehensive programs is Rachel's House, dedicated to serving formerly incarcerated women eligible for TANF. During the first half of 2009, Rachel's House served seven women and typically it serves 12 women over the course of a given year.

Services

Lower Lights Ministries (LLM) offers a wide variety of programs including Project AIM, a family mentoring/modeling program; Light the Way Home, an affordable service enriched housing program; Saturday Friends Meal, a weekly community meal serving low-income residents; Neighbor-to-Neighbor, a housing improvement program; and Comprehensive Care Pantry, a pantry providing clothing, food, and other basic necessities to low-income individuals and families.

Rachel's House is LLM's transitional housing program serving TANF-eligible, formerly incarcerated women who are reentering society. This program operates through a holistic model by helping participating women receive education, attain employment, and learn life skills. One of the key program components of Rachel's House is its financial literacy and planning element. Through this educational program, residents are provided assistance with a number of financial matters - including everything from attaining credit reports to filing for bankruptcy. Rachel's House also offers mentoring and an in-house substance abuse program.

The average length of stay in Rachel's House is nine months. To be considered a graduate of the program, women must reside at Rachel's House for at least six months and progress through each of its three phases. Phase one is considered orientation and covers the first 40 days of a

women's residency. During this phase residents receive intensive case management and assistance with family reunification, enrollment in government benefit programs, and ID attainment. Residents also participate in substance abuse meetings, a financial stewardship class, education and employment training, employment coaching, parenting classes, mentoring, and a number of other services. After the first month, residents are assisted in attaining employment, and must work a minimum of 20 hours a week.

When residents graduate to phase two they receive additional privileges, and are asked to begin contributing to a savings account. Phase two typically takes several months.

During phase three, the final phase, residents continue to receive services and meet with their personal and finance mentors but during this phase they are provided more freedom (e.g., they can purchase a car and engage in all of the necessary requirements that accompany such a purchase). Phase three usually takes at least six months.

TANF Partnership

As previously mentioned, in the past Lower Lights Ministries (LLM) has historically received significant TANF funding. Specifically, Rachel's House residents receive food stamps for the first month that they stay in the program, because they do not work during this time. Program participants who are not able to attain employment right away are able to continue receiving food stamps with an attached work requirement. It should be noted, however, that because the Governor's Office of Faith-Based and Community Initiatives served as the intermediary organization for the TANF grant, LLM did not work directly with the local TANF agency as part of this initiative.

Rachel's House staff members also partner with TANF and other government assistance programs by helping program participants identify and apply for eligible government aid programs.

Other Community Partnerships

Lower Lights Ministries (LLM) was one of many local agencies receiving TANF funding through the Governor's Office of Faith-Based and Community Initiatives. These agencies work together in collaboration to provide cross-referrals and partner on service provision. LLM also partners with two providers, Community Connections and New Directions for Change, to provide educational and employment trainings to residents residing at Rachel's House.

As an Adult Parole Authority approved housing option, Rachel's House partners closely with the State's Department of Parole. There is one parole officer dedicated to working with the women at Rachel's House, and this structural partnership has greatly facilitated the collaboration between these two organizations.

LLM also partners closely with Lower Lights Christian Health Center, a community health center that originated out of Lower Lights Ministries, and has since become its own non-profit. Program participants of LLM, specifically Rachel's House, utilize the services of Lower Lights Christian Health Center.

Missouri Valley Community Action Agency Missouri Valley, Missouri

Missouri Valley Demographics

Missouri Valley Community Action Agency (MVCAA) is a community-based organization serving impoverished individuals and families in Ray, Carroll, Chariton, Lafayette, Saline, Johnson, and Pettis Counties. In 2007, Missouri had a population of 5,834,644 of which 697,839 families had children under the age of 18.

The major economic industries in Missouri include agriculture, manufacturing, aerospace, and tourism. In 2007, Missouri had a median income of \$44,545 and an unemployment rate of 4.2%.

In 2008, an average of 86,647 recipients – including 35,921 families and 60,314 children - were receiving TANF benefits in Missouri. More information regarding Missouri’s demographics are presented in Exhibit 18.

Exhibit 18: Demographic Information for Missouri³⁵	
<u>Population</u>	
2007	5,834,644
<u>Ethnicity (2007)</u>	
White	84.0%
African-American	11.3%
Asian or Pacific Islander	1.5%
Hispanic or Latino origin ³⁶	2.9%
<u>Age Composition (2007)</u>	
0-19	1,586,483
20-24	400,822
25-44	1,572,629
45-64	1,494,581
65 +	780,129
Median Age	37.3
<u>Gender Composition (2007)</u>	
Male	2,846,615
Female	2,988,029
<u>Median Income (2007)</u>	
per household	\$44,545
<u>Unemployment Rate</u>	
2007	4.2%
<u>Missouri TANF Indicators (FY 2008)</u>	
Recipients (average)	86,647
Families (average)	35,921
Children (average)	60,314

Missouri Valley Community Action Agency Programmatic Information

Mission

The Missouri Valley Community Action Agency operates a variety of programs aimed at ending poverty and building self-sufficiency in the Missouri Valley area.

The Missouri Valley Community Action Agency serves as one of 19 community action agencies located in Missouri, and one of 900 located throughout the United States.

Organizational Structure

The Missouri Valley Community Action Agency (MVCAA) has a staff of 160n and each year receives support from 80-100 volunteers.

³⁵ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

³⁶ Hispanics may be of any race, so also are included in applicable race categories.

Primarily funded through several government contracts, MVCAA operates on a budget of \$8 million per year. MVCAA also recently received funding from the Recovery Act to operate a summer youth program. In the past, MVCAA has offered workforce development services through contracts with WIA and TANF's Career Systems Program (CSP). While MVCAA lost these contracts a few years ago, it has reapplied and anticipates receiving this funding support again in the near future.

Population Served

The Missouri Valley Community Action Agency (MVCAA) provides services to over 3,000 individuals a year, including low-income residents, out of school youth, and other individuals striving to remove themselves from the cycle of poverty. The majority of individuals served by MVCAA are TANF-eligible or enrolled in TANF support already.

Services

The Missouri Valley Community Action Agency (MVCAA) provides a wide variety of services. Some of the areas in which MVCAA operates programs include, but are not limited to, housing, weatherization, energy, case management, and community service. MVCAA's primary programs serving TANF-eligible or enrolled individuals include community work support, the Circles Initiative, Head Start, and a summer youth program - all discussed in more detail below.

MVCAA currently operates a community work support grant funded through the Missouri Department of Health and Human Services. This two-year pilot project works to address employment barriers faced by TANF recipients who are sanctioned or are dangerously close to being sanctioned. Through this project, MVCAA partners with a number of local providers to address both the hard and soft barriers to employment faced by this population. For example, transportation is a major barrier to employment in this community; MVCAA was able to work with local banks and car detailers to help eight individuals obtain cars. Through this project MVCAA has actively served 49 individuals. Over half of the individuals had their sanction successfully removed, and another quarter having had their sanctions removed but then reinstated.

The community work supports project is supported by MVCAA's Circles Initiative. This initiative provides training, education, and moral building to individuals who are actively trying to get out of poverty. Individuals attend weekly meetings at a church where they are provided support and education. Additionally, MVCAA works with program participants on issues such as finance and budgeting. This initiative, which operates in two counties, has served approximately 135 individuals.

Two years ago, MVCAA joined a Head Start TANF volunteer pilot project where Head Start parents receiving TANF could volunteer in their children's Head Start centers and receive TANF credit. This pilot project, along with the community work support grant, is approaching its conclusion and its continuation remains unclear at this time.

MVCAA currently administers a summer youth program for WIA. This program is operated through funding from the Recovery Act and serves disconnected youth ages 16-24.

These and the many other programs offered by MVCAA allow low-income individuals to receive a wide variety of services under a single roof. Additionally, all of MVCAA's programs partner closely with each other to ensure comprehensive service provision.

TANF Partnership

As previously mentioned, MVCAA has historically held contracts with both TANF and WIA. MVCAA has maintained strong working relationships with both of these organizations over the years and anticipates regaining these contracts in the near future. MVCAA, TANF, and WIA case managers all work together closely and share client information. MVCAA attributes its successful relationships with TANF and WIA to their open and direct communications with each other.

Other Community Partnerships

Local community- and faith-based organizations, including churches, serve as important partners to MVCAA in its daily operation of programs. As previously mentioned, these agencies often partner together for referrals, trainings, and provision of services.

MVCAA has strong partnerships with its local county governments including county commissions and local mayors. MVCAA has partnered with these governments on a number of occasions to apply for grants and engage in other activities aimed at assisting low-income residents. MVCAA's local economic developer has also been an important partner, especially in the development and funding of a tech center that it used to operate.

MVCAA has held local poverty summits where it has brought local and state elected officials together with community- and faith-based agencies to address issues surrounding poverty in their communities. Approximately 160 individuals attended the first summit and 100 attended the second. The idea for these poverty summits originated out of focus groups with city and county government officials, and MVCAA – with its deep ties to local faith communities – seemed like a natural organization to host both annual gatherings.

Pathways-VA, Inc. Petersburg, Virginia

Petersburg Demographics

Pathways-VA, Inc. is an interfaith community development corporation serving individuals and families in Petersburg, Virginia and its surrounding counties. As of 2007, Petersburg had a population of 32,672, of which 2,866 families had children under the age of 18.

Historically known for its tobacco, peanut, and truck manufacturing, Petersburg was significantly effected by deindustrialization. While a number of large companies continue to operate in Petersburg, including one of the nation's top 20 pharmaceutical companies, current economic development efforts tend to focus on historic preservation. In 2007, Petersburg had a median income of \$34,573 and an unemployment rate of 8.5%.

In 2008, an average of 63,735 recipients - including 28,771 families and 46,469 children - were receiving TANF benefits in the state of Virginia. More information regarding Petersburg's demographics are presented in Exhibit 19.

Pathways Programmatic Information

Mission

Pathways-VA, Inc. is committed to facilitating strengths-based community development in Petersburg, Virginia through a wide variety of programs primarily focusing on affordable housing, workforce development, provision of health services, and hazard reduction.

Started by the United Methodist Church, and formerly known as Petersburg Urban Ministries, Pathways-VA, Inc. offers a holistic approach to community development in Petersburg and its surrounding counties.

Exhibit 19: Demographic Information for Petersburg³⁷	
<u>Population</u>	
2007	32,672
<u>Ethnicity (2007)</u>	
White	20.3%
African-American	77.1%
Asian or Pacific Islander	1.8%
Hispanic or Latino origin ³⁸	2.6%
<u>Age Composition (2007)</u>	
0-19	8,938
20-24	2,188
25-44	8,385
45-64	7,906
65 +	5,255
Median Age	38.4
<u>Gender Composition (2007)</u>	
Male	14,768
Female	17,904
<u>Median Income (2007)</u>	
per household	\$34,573
<u>Unemployment Rate</u>	
2007	8.5%
<u>Virginia TANF Indicators (FY 2008)</u>	
Recipients (average)	63,735
Families (average)	28,771
Children (average)	46,469

³⁷ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

³⁸ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Pathways-VA, Inc. (hereafter Pathways) has 22 dedicated employees and approximately 1,000 volunteers. Pathways offers both short- and long-term volunteer opportunities for both individuals and groups. Volunteers are community members and come from local interfaith congregations, local agencies/businesses, and youth groups. Staff members and program participants also serve as volunteers in the Pathways programs with which they are not directly affiliated. Pathways' volunteers also play a major role in community rebuilding efforts; its health clinics, for example, are run exclusively by volunteers.

With an annual budget of \$1.9 million, Pathways receives funding from the U.S. Department of Housing and Urban Development, the U.S. Department of Labor, YouthBuild USA, WIA, local foundations, and private entities. Pathways currently does not receive TANF funding; however, Pathways acknowledges that this may change in the near future.

Population Served

Pathways takes a holistic community approach to service provision; offering programs to individuals and families of all ages. The target populations for the various program include single family households, at-risk youth, individuals who lack proper healthcare, and individuals exposed to lead in their homes.

Pathways serves approximately 2,600 individuals a year, many of whom are TANF-eligible or enrolled. In terms of program outcomes, most YouthBuild students enter the program with a fifth or sixth grade reading level, and approximately 50% are successfully able to attain their GED. Pathways' credential rate is nearly 100%, and its employment placement rate is approximately 95% within the first three months of program completion.

Services

Pathways offers a wide variety of programs aimed at advancing community restoration, spiritual and physical health, and economic development in Petersburg and its surrounding communities.

With 75% of houses in Petersburg at risk for lead hazards, Pathways' lead hazard reduction program offers housing remediation through interim controls to reduce numerous hazards associated with exposure to lead paint. The goal of this program is to address the issue of childhood lead poisoning throughout the community.

Pathways also works to improve housing options through its affordable housing program. Through this program, Pathways rehabilitates older homes and builds new, green-certified homes, primarily in the Battersea neighborhood.

Pathways' housing programs are complemented by its waste management, urban gardening, and composting programs. Through these programs, Pathways has sponsored a significant number of container gardens where low- to moderate-income families can produce food for themselves, as well as sell fruits and vegetables as a source of income.

Pathways' workforce development program provides training in data-cabling, construction trades, and green-certification. Pathways' also supports workforce development, through its YouthBuild program. YouthBuild is a workforce and leadership development program targeting youth ages 16-24 who have not yet completed high school. Youth in this program spend half of their time working towards a GED, college, or trade school prep. The other half of the time is spent engaging in workforce development through affordable housing production, leadership development training, and other workforce related activities. Pathways also has a contract with the local housing authority through which YouthBuild students renovate vacant public housing units.

Many of the YouthBuild participants are also members of Pathways' AmeriCorps program. Through AmeriCorps, Pathways recently took six youth to the Gulf to assist with Katrina relief efforts. These youth worked with local communities and congregations to help approximately 70 families return to their previous or attain new homes.

Pathways also operates free rheumatology and cardiology clinics. Additionally, it operates a number of health initiatives, including a substance abuse rehabilitation program, exercise classes, mental health counseling, domestic violence services, and educational events. Pathways is currently working with the City's Health Department, local hospitals, and private individuals/entities to increase health and overall lifespan in Petersburg.

TANF Partnership

Pathways partners with the local TANF agency primarily through its DHA and DHS referrals. In return, Pathways counselors work very closely with the TANF caseworkers to try to provide complementary support services. Pathways counselors also advocate for TANF services on behalf of TANF clients, and help advise TANF-eligible clients of the resources available to them. Overall, the relationship, communication, and collaborative support between the two organizations is very strong.

Pathways and TANF are currently working together on a new neighborhood stabilization project. While this project is only in its preliminary planning stages, its aim is to infuse a wide range of services into a targeted community in Petersburg, and into a select group of at-risk and low-income families within this neighborhood.

Other Community Partnerships

Pathways began as a partnership between representatives from various Christian denominations, as well as the Jewish, Islamic, Bahai, and other local religious communities. Additionally, residents, local businesses, government representatives, and other community members were critical partners in the development of Pathways. These community partners assessed the resources and needs of the Petersburg community and, based on their findings and discussions, Pathways was born.

Since that time, Pathways has continued to partner with a large number of community representatives and organizations. One example is the partnership that has emerged with local and state governmental representatives, through Pathways' neighborhood stabilization project for

home foreclosures. Another example is a project in which it is partnering with local businesses, universities, and other community members on a river beautification project. These and other partnerships tend to form fairly organically, on the basis of community needs.

Pathways is also a youth services provider for its local workforce office. It partners with the city's workforce office by having representatives from the workforce office provide trainings, workshops, and job fairs for participating students. Additionally, Pathways collaborates with local One-Stop Centers, with its YouthBuild and workforce development program participants.

Sacramento Healthy Marriage Project Sacramento, California

Sacramento County Demographics

The Sacramento Healthy Marriage Project (SHMP) is a community-based organization serving families in the greater region of Sacramento. As of 2007, Sacramento County had a population of 1,373,773, of which 169,019 families had children under the age of 18.

Sacramento County’s largest economic industries are government and transportation. Other major industries include information, technology services, leisure and hospitality, education and health services, and construction. In 2007, the median income in Sacramento County was \$55,822

In 2008, an average of 1,196,411 recipients - including 486,066 families and 951,199 children - were receiving TANF benefits in the state of California. More information regarding Sacramento County’s demographics are presented in Exhibit 20.

Sacramento Healthy Marriage Project Programmatic Information

Mission

The Sacramento Healthy Marriage Project (SHMP) provides relationship skills training and relationship education programs to individuals of all ages in order to stabilize family relations and enhance the well-being of children.

Organizational Structure

The Sacramento Healthy Marriage Project (SHMP) has four full-time employees, two full-time contractors, four part-time employees, and one part-time contractor. Interestingly, the four part-time employees are TANF recipients placed at SHMP by CalWORKS, a California based welfare program, as part of their work requirements. SHMP is also supported through the efforts

Exhibit 20: Demographic Information for Sacramento County³⁹	
<u>Population</u>	
2007	1,373,773
<u>Ethnicity (2007)</u>	
White	61.4%
African-American	10.1%
Asian or Pacific Islander	14.2%
Hispanic or Latino origin ⁴⁰	19.2%
<u>Age Composition (2007)</u>	
0-19	398,136
20-24	95,802
25-44	412,165
45-64	316,790
65 +	150,880
Median Age	34.1
<u>Gender Composition (2007)</u>	
Male	674,167
Female	699,606
<u>Median Income (2007)</u>	
per household	\$55,822
<u>Unemployment Rate</u>	
2007	4.7%
<u>California TANF Indicators (FY 2008)</u>	
Recipients (average)	1,196,411
Families (average)	486,066
Children (average)	951,199

³⁹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁴⁰ Hispanics may be of any race, so also are included in applicable race categories.

of approximately 40 volunteers who donate over 1,400 hours and a group of volunteer instructors who collectively provide over 500 hours of instruction. SHMP is overseen by a Board of Directors who serve as advocates, as well as licensed marriage and family therapists in private practice.

SHMP was founded in 2004 as a volunteer organization, and did not receive any formal funding until 2006, when it became is 501(c)3. SHMP's primary funder is the U.S. Department of Health and Human Services' Administration for Children and Families, which supports SHMP through its Marriage Demonstration Grant Program. This five year grant provides SHMP \$500,000 per year, to support low-income, un-wed, pregnant couples.

SHMP also received support from a number of smaller funding sources including the California Healthy Marriages Coalition and several private foundations.

Population Served

Each year, the Sacramento Healthy Marriage Project (SHMP) offers services to approximately 500 individuals of all ages. Specifically, its team offers programs to middle and high school students, pre-married couples, married couples, new families, and "empty nesters." Due to its targeted funding from the Marriage Demonstration Grant Program, the majority of the SHMP clients are low-income, un-wed, pregnant couples.

Referrals for SHMP come from a wide variety of sources, including area clinics, private OBGYN specialists and clinics serving low-income individuals, community colleges, individuals who have completed the program, and TANF agencies. Its TANF partners include the local Women Infant and Children (WIC) office, Family Resource Center, the County Department of Human Services, and the County Department of Mental Health. Additionally, the program draws participants from annual events that include Black Marriage Day and Hispanic Marriage Day. Because the majority of these referring agencies and activities are populated by TANF recipients, 80-90% of the individuals served through SHMP receive some sort of TANF support.

Services

The Sacramento Healthy Marriage Project (SHMP) offers the majority of its programs through an extensive network of courses and curriculums. The Flourishing Families Program (FFP) is SHMP's largest program, supported by the Marriage Demonstration Grant Program. FFP is a 15-hour workshop targeting low-income, un-wed couples who are romantically involved and expecting a child or parenting a child three months or younger. This course contains 22 components focusing on issues such as conflict resolution, the importance of fathers and co-parenting, improving the communication between families, and financial management. FFP instructors select from the 22 components to design targeted workshops that best meet the needs of the individual participants participating in each cohort.

SHMP offers a wide array of other programs, which collectively draw on 16 different curricula. These curricula are designed to help individuals develop the skills for healthy relationships by assisting them in improving communication, reducing their levels of stress, and setting goals. Some of the courses offered include: Bringing Baby Home, a workshop for pregnant couples and

parents of infants and toddlers; Love U2, aimed at teaching middle and high school youth about pregnancy prevention, communication skills, and healthy relationships; and The Third Option, targeting reconciliation for struggling couples.

In addition to these programs, SHMP routinely conducts a series of town hall meetings aimed at building strategic efforts and developing action plans to better support the formation of healthy families in the African American community. SHMP is also launching a radio show to teach healthy relationship skills in the Hispanic community.

Supportive services to aid individuals in program participation are also provided. These services include childcare, transportation stipends, a meal, and a monetary bonus offered upon course completion.

Couples in need of additional services that fall beyond the scope of SHMP are referred to Family Resource Center, an independent community-based organization. Additionally, couples that cannot be assisted by SHMP due to substance abuse issues, domestic violence, or for any other reason are referred out for pro-bono counseling services. SHMP also provides a comprehensive list of community resources and referrals to participants if they continue to encounter problems after completing the program.

TANF Partnership

Because the Sacramento Healthy Marriage Project (SHMP) is primarily funded to serve low-income individuals, it is connected to TANF programs, in a number of ways. One such way is its receipt of direct referrals from TANF related agencies, including the local Women Infants and Children (WIC) office, Family Resources Center, the County Department of Mental Health, and the County Department of Human Service office, to name just a few. Additionally, CalWORKS supports the work of SHMP through its staff placement program and its provision of classroom site locations for SHMP courses.

Moreover, SHMP has served TANF officials on a broader training-level, by providing educational workshops and training support to over 300 Department of Human Assistance (DHA) staff members. This training focuses primarily on the Healthy Marriage Project and the importance of stable and healthy relationships.

Other Community Partnerships

The Sacramento Healthy Marriage Project (SHMP) has strong partnerships with community-based and faith-based organizations in the Sacramento Area. SHMP has begun embedding itself and its programs into organizations such as Head Start, local hospitals, and neighborhood schools. Throughout its history, SHMP has partnered with 100-150 local congregations, including churches, synagogues, and mosques. SHMP's partnership with the community also includes work with the National Hispanic Evangelical Christian Association, the Association of Ministers for Empowering Neighbors (AMEN), the Interfaith Service Bureau, and Area Congregations Together (ACT). Faith-based organizations and religious congregations often host SHMP programs and workshops for their communities and congregations. For example, AMEN recently co-hosted conferences and led Town Hall meetings with SHMP. AMEN has also helped

SHMP bring together community partners from the business community, government, and faith-based community to discuss the un-wed birthrate in the African American community. Given its success in penetrating new communities through faith-based partnerships, SHMP continues to reach out to new faith-based and community organizations in an effort to expand the reach of its programs as well as build a broader network on which to build future programming, including TANF collaboration.

Tacoma Rescue Mission Pierce County, Washington

Pierce County Demographics

Tacoma Rescue Mission (TRM) is a faith-based organization serving homeless and impoverished individuals and families in Pierce County, Washington. As of 2007, Pierce County had a population of 762,223 of which 94,446 families had children under the age of 18. The county's military, manufacturing, wholesale/distributing, healthcare, and tourism are its major economic industries and Pierce County has a median income of \$54,440.

In 2008, an average of 118,550 recipients - including 50,505 families and 84,239 children - were receiving TANF benefits in the state of Washington. More information regarding Pierce County's demographics are presented in Exhibit 21.

Tacoma Rescue Mission Programmatic Information

Mission

Tacoma Rescue Mission offers emergency services and self-sufficiency programs to individuals and families who are homeless and/or struggling with poverty.

Starting as a soup kitchen in 1912, Tacoma Rescue Mission (TRM) now operates in six locations, including the Pierce County Jail. Throughout the county, TRM offers a total of 12 programs that provide homeless and low-income individuals with education, rehabilitation, and housing support.

Organizational Structure

Tacoma Rescue Mission (TRM) has 67 full-time and part-time staff. But these employees tell only part of the story: they are supported by an immense network of over 3,650 volunteers. As a faith-based organization, TRM's Board of Directors is comprised of diverse interdenominational

Exhibit 21: Demographic Information for Pierce County ⁴¹	
Population	
2007	762,223
Ethnicity (2007)	
White	77.7%
African-American	7.0%
Asian or Pacific Islander	6.8%
Hispanic or Latino origin ⁴²	7.0%
Age Composition (2007)	
0-19	214,520
20-24	52,174
25-44	224,533
45-64	191,685
65 +	79,311
Median Age	35.4
Gender Composition (2007)	
Male	377,974
Female	384,249
Median Income (2007)	
per household	\$ 54,440
Unemployment Rate	
2007	4.5%
Washington TANF Indicators (FY 2008)	
Recipients (average)	118,550
Families (average)	50,505
Children (average)	84,239

⁴¹ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁴² Hispanics may be of any race, so also are included in applicable race categories.

members – a leadership background that helps TRM’s reputation with a broad array of community members.

With an operating budget of \$3,775,000, over 60% of TRM’s funding comes from private donations, and 11% coming from governmental sources. Governmental agencies supporting TRM include the U.S. Department for Housing and Urban Development, the Federal Emergency Management Agency, the Washington Emergency Shelter and Assistance Program Fund, state government agencies, and local government agencies in Pierce County, including the city governments of Lakewood and Tacoma. Remaining funding comes from private foundations.

Population Served

Tacoma Rescue Mission (TRM) serves primarily homeless and impoverished individuals and families in an effort to help them attain self-sufficiency. It offers wide-ranging programs that specifically target women, men, children, and families. Each year, TRM serves an average of 2,000 individuals, many of whom are TANF recipients or TANF-eligible.

Services

As noted, Tacoma Rescue Mission (TRM) offers 12 programs across Pierce County. A number of the programs operated by TRM are shelter and transitional housing programs aimed at helping individuals and families find permanent work or housing. One example is the New Life Program, which provides transitional housing for a period of six to nine months, to 40 men and women at a time. Through this program, participants receive job skills training and attend classes on money management, adult basic education, work therapy, basic living skills, anger management, problem solving, and communication skills. This program also offers drug treatment and non-denominational Christian counseling.

TRM’s shelter and housing programs are supported by the Good Neighbor Café which provides free, healthy meals to low-income and homeless individuals residing inside or outside TRM programs.

Additionally, TRM’s Challenge Learning Services program provides adults with basic education and community training aimed at helping them attain gainful employment. Program participants are taught reading, writing, math, effective life skills, GED prep, college prep, and employment preparation.

The Correction Bureau Chaplaincy also operates in the Pierce County Jail, and provides a number of spiritual and personal growth services to inmates. Some of the services offered through this TRM program include personal and emergency crisis counseling, spiritual studies and visitation, classes on addiction, and a correspondence study program.

Finally, TRM offers a wide variety of youth programs, including after-school programs, summer programs, boy scouts/girl scouts, and other family and youth events.

In 2008, TRM provided a remarkable 3,349,272 independent services to program participants. Of this, 28,509 nights of shelter were provided to men and 14,427 to families and single women.

TANF Partnership

Tacoma Rescue Mission (TRM) cooperates extensively with local TANF officials. With a case management ratio of 1 to 30, TRM case managers provide eligible clients with assistance in getting connected to and applying for TANF benefits. TRM's TANF-related programs include both Tyler Square and the Family Shelter.

Tyler Square is a transitional housing facility serving 27 families. The program provides housing, case management, on-site basic skills and family literacy classes, GED test and college preparation, healthcare and counseling, employment prep, life management skills, and clean and sober living support.

The Family Shelter offers 71 beds to families and single women. Program recipients are given shelter, clothing, food, case management, and classes in areas such as finance, parenting, nutrition, and cooking. Counseling and spiritual guidance is also available to guests who come to the Family Shelter.

In both of these TANF-related programs, TRM tracks individuals' stabilization, including their housing activity and "life issues" (i.e., maintaining sobriety) through individual, personal visits.

Other Community Partnerships

Tacoma Rescue Mission (TRM) partners with a number of community partners. Some of these include the local Boys and Girls Club, which provides services and programs for youth; Goodwill, which runs jobs programs; and the YMCA, which offers services for victims of domestic violence.

In addition, TRM partners extensively with faith-based organization including protestant and other churches, Catholic organizations, the local Salvation Army, and a wide-range of ecumenical associations and ministries. TRM coordinates closely with its faith-based partners to ensure that their services complement one another, rather than duplicate activities. Overall, it views other community actors as fellow providers that can help curb the serious challenge of homelessness throughout the county.

Transition House, Inc. Atlanta, Georgia

Atlanta Demographics

Transition House, Inc. is a community-based organization serving homeless individuals and persons addicted to drugs and/or alcohol in Atlanta, Georgia. As of 2007, Atlanta had a population of 439,275, of which 33,827 families had children under the age of 18.

Home to a number of Fortune 500 companies, several national and international companies are headquartered in Atlanta. Approximately 75% of all Fortune 1000 companies have a presence in Atlanta. Atlanta is also home to a number of federal government agencies, including the Center for Disease Control. In 2007, Atlanta had a median income of \$44,163 and an unemployment rate of 6.4%.

In 2008, an average of 39,377 recipients - including 22,100 families and 36,776 children - were receiving TANF benefits in the state of Georgia. More information regarding Atlanta's demographics are presented in Exhibit 22.

Transition House, Inc. Programmatic Information

Mission

Transition House, Inc. is a long-term residential, aftercare recovery program that provides support and life-skills training to homeless persons and persons addicted to alcohol and/or drugs, so that they can become sober, independent, productive members of society.

Started in 1985 by the Episcopal Diocese of Atlanta, Transition House began as a homeless shelter for men. It has since expanded and today has multiple homes serving men and women alike. The goal of these programs is to help individuals attain permanent housing and jobs, so that they can transition into a more stable life.

Exhibit 22: Demographic Information for Atlanta⁴³	
<u>Population</u>	
2007	439,275
<u>Ethnicity (2007)</u>	
White	37.7%
African-American	56.8%
Asian or Pacific Islander	1.9%
Hispanic or Latino origin ⁴⁴	4.7%
<u>Age Composition (2007)</u>	
0-19	110,466
20-24	35,359
25-44	148,030
45-64	106,053
65 +	39,367
Median Age	35.0
<u>Gender Composition (2007)</u>	
Male	220,598
Female	218,677
<u>Median Income (2007)</u>	
per household	\$44,163
<u>Unemployment Rate</u>	
2007	6.4%
<u>Georgia TANF Indicators (FY 2008)</u>	
Recipients (average)	39,377
Families (average)	22,100
Children (average)	36,776

⁴³ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁴⁴ Hispanics may be of any race, so also are included in applicable race categories.

Organizational Structure

Transition House is operated by three full-time staff members, four consultants, and approximately 20 volunteers. Many of the volunteers come from the local churches and colleges, and include students seeking licensing degrees (e.g., case management, counseling, etc.). The Board of Transition House consists of 15 community members who are affiliated with various community agencies, including fortune 500 companies. All board members also serve as volunteers with the program, and in summer 2009, Transition House anticipated hiring four additional full-time staff members.

With a budget of over \$500,000, Transition House receives the majority of its funding from government agencies. Specifically, Transition House has a contract with the Veterans Administration, which provides funding for 72 beds. Transition House also has contracts with the Atlanta City Jail and the Fulton County Jail. Other funding support comes from DCA, the United Way, corporations, private foundations, churches, and individuals.

Population Served

Transition House serves men and women who are verifiably homeless by HUD guidelines, and have abstained from alcohol and/or drugs for at least 30 days (although this can be flexible depending on an individual's circumstances). Many of the individuals served through Transition House are veterans, or were previously incarcerated. Transition House has 122 beds available and while most program participants are males, 36 beds are reserved for females.

Last year, Transition House served 252 individuals, with a 76% success rate – defined as individuals accomplishing their program-related goals and attaining successful discharges. In this same year, 150 program participants were able to attain permanent housing – and 123 were able to move into their own homes.

Services

Transition House operates long-term residential programs for men and women. Individuals meeting the requirements and interested in participating are invited to attend one of the weekly house meetings and are interviewed by the program's current residents. The residents then decide whether an individual is a good match for the program.

Upon entering Transition House, program participants meet with case managers to create an individualized case management plan with intermediate goals. This plan primarily discusses life-skills and employment training. Case managers also take this time to help residents attain proper documentation, such as birth certificates and social security cards, and then help participants enroll in eligible benefit programs – including TANF, for those who qualify.

While enrolled in the program, all residents are required to have a job and/or an independent means of supporting themselves. Those without jobs are provided assistance in attaining employment. That said, however, Transition House has found that when serving homeless individuals or previously incarcerated individuals it can take approximately three to four months before obtaining gainful employment, due to the host of complex barriers this population faces.

Once employed and enrolled in the program, residents contribute to their monthly living expenses and simultaneously learn to save money in a personal savings account. Residents are also assigned chores, and are responsible for the cooking, cleaning, and light maintenance of the residential facility. These responsibilities increase as participants progress through the program. Through monthly residential meetings, program participants are also taught independent living skills.

Each week, participants of Transition House are required to attend at least three 12-step meetings. Additionally, certified addiction counselors conduct weekly meetings with all Transition House residents. The houses are designed to be self-governing, with residents supporting each other in their recovery.

The programs at Transition House are designed to be 24 months, although veterans and some participants often choose stay for only one year. During their stay, residents accumulate skills, practice a new lifestyle, and save money to support themselves in their future home.

Transition House is currently working with the City of Atlanta to open a 42-bed program in an apartment building that would serve only women and children.

TANF Partnership

Transition House previously held a TANF contract under which it housed women and children, and while the program had a 79% success rate, the contract is no longer active. Currently, the relationship between Transition House and TANF primarily focuses on referrals between the agencies, with additional coordination and partnership occurring on a case-by-case basis. TANF referrals to Transition House tend to be for women who are actively trying to get custody of their children.

Transition House also partners with a number of public workforce offices, including Atlanta's Workforce Investment Board and the Georgia Department of Labor. In addition to employment opportunities, these agencies provide employment training for Transition House residents.

Other Community Partnerships

Transition House's primary partners are other community-based organizations (CBOs) throughout Georgia. Many of these CBOs also work with homeless populations and include the Homeless Association of Georgia, Atlanta Homeless Prevention, and the Salvation Army. Additionally, Transition House partners with local businesses that provide job placements for residents, including a number of local hotels and Kroger Grocery Stores. Finally, as noted previously, Transition House partners with a wide range of volunteers local churches.

YMCA Training, Inc. Boston, Massachusetts

Boston Demographics

YMCA Training, Inc. is a community-based organization serving low-income residents in Boston, Massachusetts. As of 2007, Boston was comprised 600,980 individuals and 50,829 families with children under the age of 18.

As a major city on the east coast, the primary economic industries in Boston include finance, high-technology research and development, tourism, medicine, education, commercial fishing, food processing, printing and publishing, and government. In 2007, households in Boston earned a median \$48,729 with an unemployment rate of 5.4%.

In 2008, an average of 91,166 recipients - including 45,683 families and 62,583 children - were receiving TANF benefits in the state of Massachusetts. More information regarding Boston's demographics are presented in Exhibit 23.

YMCA Training, Inc. Programmatic Information

Mission

YMCA Training, Inc. provides technical assistance and job training to help low-income adults in Boston obtain living-wage employment.

Organizational Structure

YMCA Training, Inc. (subsequently referred to as YMCA) has eight full-time staff and two part-time staff. Additionally, volunteers support the program by running workshops, assisting in trainings, aiding with job searches, and serving as mentors who tutor in English, conversation, computer skills, mathematics, and writing. The majority of volunteers are professionals from the local business community. YMCA also had a Partners Council which serves as an advisory board, focusing on strategic planning and development as well as fundraising.

Exhibit 23: Demographic Information for Boston⁴⁵	
<u>Population</u>	
2007	600,980
<u>Ethnicity (2007)</u>	
White	56.3%
African-American	23.5%
Asian or Pacific Islander	8.4%
Hispanic or Latino origin ⁴⁶	15.6%
<u>Age Composition (2007)</u>	
0-19	141,281
20-24	60,770
25-44	214,006
45-64	122,798
65 +	62,125
Median Age	33.2
<u>Gender Composition (2007)</u>	
Male	292,972
Female	308,008
<u>Median Income (2007)</u>	
per household	\$48,729
<u>Unemployment Rate</u>	
2007	5.4%
<u>Massachusetts TANF Indicators (FY 2008)</u>	
Recipients (average)	91,166
Families (average)	45,683
Children (average)	62,583

⁴⁵ Source: U.S. Census Bureau, 2005-2007 American Community Survey, and U.S. Department of Health and Human Services, TANF Caseload Data.

⁴⁶ Hispanics may be of any race, so also are included in applicable race categories.

With an annual budget of over \$500,000, funding for YMCA comes from corporate charities, government grants (primarily WIA vouchers), and individual donations. YMCA also receives money from the Boston Workforce Investment Board as well as Boston's Department of Transitional Assistance. Additionally, the Old South Church supports YMCA by providing clothing for participants in the program.

Population Served

The target population for YMCA Training, Inc is unemployed and under-employed individuals. The majority of individuals served through YMCA are immigrants who recently arrived to the United States. Additionally, a number of homeless are also served through YMCA. Approximately 40% of program participants are TANF recipients.

Serving over 120 individuals a year, YMCA is able to successfully place 80% of its participants into living-wage jobs; roughly half of participants are hired by their internship placement. Of those placed in jobs, 90% are offered health insurance benefits, with an average starting salary of \$13.25/hour. Additionally, 85-90% of individuals successfully placed are still employed a year later. In 2008, 86 program graduates were hired by 64 different partnering companies; since the program's inception, graduates have earned \$88 million and paid \$25 million in taxes. More than 3,800 men and women have graduated from YMCA, and 200 Boston-area employers have hired YMCA graduates.

Services

YMCA Training, Inc. is part of Training, Inc., a national network of local job training organizations. YMCA uses a workplace simulation approach to teach program participants employment skills and prepare them for the workplace.

YMCA's job training program consists of 20 weeks of training on computerized office skills and soft-skills development, with an emphasis on critical thinking. Computer training teaches the core skills of keyboarding and data entry, Microsoft Windows, Microsoft Work, Microsoft Excel, e-mail, internet, business communication, business math, and office equipment. This training is aimed at preparing individuals to work in administrative positions throughout the greater Boston area. Program participants are also offered case management, life skills training, educational/vocational training, and mentoring. Participants engage in mock interviews, resume and cover letter workshops, and team exercises to prepare for entering the workforce.

Participants who are not proficient in English and/or do not know basic computing can take an additional one or more months of intensive ESL and beginning computer training, prior to entering the 20 weeks of training on computerized office skills.

Once participants have completed all of the computer and soft-skills training, they participate in four weeks of simulated business training where they are offered real-time work support. Workplace simulation helps to reinforce and strengthen participants' skills in teamwork, communication, and problem-solving by immersing students in the culture of work, while also providing support services.

Finally, program participants are placed in an eight week internship with a local employer, where the skills that they learned are tested and again reinforced. These internships help build a community of support among employers, mentors, and community agencies to ensure participant success.

Upon each participant's completion of the program, YMCA provides assistance with job placement and referrals to partnering agencies who have expressed an interest in hiring program participants. Additionally, on-going training sessions and workshops on job search preparation, human relations, and customer services allow participants additional opportunities for prospective future employment.

TANF Partnership

The partnership between YMCA Training, Inc. and TANF is fairly limited to the areas where the programs overlap. Specifically, they complete one another's required forms, and attend meetings together. While there has been some effort to develop this relationship further, to date this has not occurred.

Other Community Partnerships

YMCA Training, Inc. partners with a number of public agencies including the Boston Mayor's Office of Jobs and Community Service, the Boston Workforce Investment Board, local One-Stop Career Centers, the Massachusetts Workforce Alliance, and the Job Training Alliance.

In addition to these public agency partnerships, YMCA has a number of multi-sector partnerships in the areas of healthcare (e.g., Boston Medical Center, Massachusetts General Hospital, and Beth Israel Deaconess), finance (e.g., Wainwright Bank, Bank New York Mellon, and Sovereign Bank), insurance (e.g., Massachusetts Behavioral Health Partnership, Blue Cross Blue Shield, and Neighborhood Health Plan), education (e.g., Suffolk University, Boston University, Northeastern University), and human services (YMCA of Greater Boston, Casa Esperanza, and Salvation Army). These community partners, as well as the City of Boston and the Commonwealth of Massachusetts, serve as community workforce providers.

Finally, YMCA partners with a number of other community-based organizations in the Boston area to assist program participants with housing, legal crises, and other various short-term crises.

Appendix A: Letter from Robin McDonald

ADMINISTRATION FOR CHILDREN AND FAMILIES

370 L'Enfant Promenade, S.W.
Washington, D.C. 20447

April 30, 2009

Dear _____:

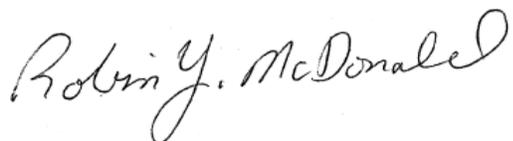
On behalf of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance (OFA) I am pleased to inform you that your organization was selected as a finalist to be highlighted in the Temporary Assistance for Needy Families (TANF) Faith-based and Community Organization (FBCO) Initiative. The purpose of this project is to identify practices and disseminate information to TANF and other social service agencies with the goal of adapting and replicating similar collaborations.

The initiative was launched in 2007 to identify promising partnerships between FBCOs and TANF agencies. A review of more than 200 partnerships was conducted and our initial observations report strong partnerships with FBCO and TANF stakeholders. Finalists were selected based on program size, population served, outcomes, unique partnership approach, location or other factors that the project team considered noteworthy.

Within the next three weeks, Jamie Hillegass of Seedco will call to schedule an informal discussion to learn more about your partnership experiences. We anticipate that the call will last no more than one hour. Participants will include Al Fleming, the OFA Federal Project Officer, our contractor ICF International, and project partners at Seedco, Public/Private Ventures, and the Baylor University Institute for the Study of Religion.

Thank you for your interest in this work and all that you do to ensure that families can successfully navigate the path to self-sufficiency. If you have any questions or concerns, please do not hesitate to contact Al Fleming of OFA at 202.401.4977 or al.fleming@acf.hhs.gov; Josh Good, Project Director at 617.945.0034 or jgood@icfi.com; or Jamie Hillegass at 212.204.1333 or jhillegass@seedco.org. For additional information, enclosed please find a one-page summary and the list of discussion questions for you and/or other appropriate staff.

Sincerely,



Robin Y. McDonald
Division Director
State & Territory TANF Management
Office of Family Assistance

Enclosures

Appendix B: Discussion Guide

TANF-FBCOs INITIATIVE



Model Development ► Summer 2009
FBCO Phone-Outreach Questions

Organization Information

We should have most of this information already. This is just a quick review to fill any gaps.

1. How do you **describe your organization?** (be certain that we have contact information)
2. Number of **employees:**
3. Number of **volunteers:**
4. How many **fiscal staff** do you have?
5. What is the **mission** of your organization?
6. Describe your **target population:**
7. Total number of **individuals served** each year:
8. Organization **budget:**
9. Please list any **government contracts**, with the amount per year. Also include any relevant attempts (including unsuccessful efforts) to partner with government entities--and your overall inclination toward obtaining state, local or federal funding.
Also, please specify TANF contracts and other public funders that focus on workforce programs.

Workforce/TANF Experience and Intermediary Questions

10. What **workforce development services** do you currently provide?
11. Where do you provide services? Are you **located at a TANF agency?**
12. Which organizations are your **key partners** in workforce development
 - Are you part of a network of faith-based and community organizations?
 - If so, which is the lead agency?
 - What is the break-down of roles/responsibilities? (e.g. coordination, referrals, funding)
13. If you partner with a **workforce development intermediary:**
 - What is the name of the intermediary?
 - How was the partnership formed? How long have you partnered with them?
 - How are responsibilities shared?
i.e. What do you do/ what they do? (services, fundraising, program design, management of contract, fiscal)
 - How much funding do you receive through the intermediary? Is it via a formal subcontract?
 - Do you only partner on TANF subcontracts or are there others? If so, which ones?
 - Who communicates with the TANF agency? Frequency of communication.
 - How many other organizations are in the network? Are they all FBCOs?
14. Are you involved in any **other workforce efforts** in your area? Which ones?
15. Do you often communicate/work with **local government?** Which agencies and why?
16. Do local government agencies often **subcontract** with FBCOs in your area? If so, for what purpose? i.e. Does a FBCO or nonprofit run your One Stop? Does the TANF agency usually issue Requests for Proposals for TANF funds?
17. How do you handle the **administrative burden** of workforce programs? For example, do you have support staff who collect documentation (e.g. pay stubs), enter data, generate reports, etc.

TANF Partnership

18. Can you share a bit about the kinds of organizations you partner with? Name the **TANF agency** that is your local partner. Would you mind if we interviewed them about your partnership? If not, please provide contact information.
19. How was the **partnership formed**? How long have you worked together?
20. **Funding.** Through this partnership, do you receive funding? How much and for what period? 2008?
21. **Staffing.** How many staff work on your projects with the TANF agency? Describe their roles (i.e. work responsibilities, role in the partnership, and unique skills/qualifications).
22. **Communication.** How often do you communicate with the TANF agency? How do you communicate? (e.g. weekly calls, emails, monthly meetings, visit site daily, regular reports)
23. **Roles.** What is your role/what services do you provide through this partnership?
 - Who determines eligibility?
 - Referrals?
 - WEP?
 - Track readiness and training activities?
 - Placement and retention?
24. **Participants.** How many TANF clients did you serve in 2008? Describe the population served.
25. **Client Flow:** How are clients referred to your agency?
Is there a system for sending clients to your site? Who is eligible for services at your site? Is a list provided? Are staff assigned to manage coordination of referrals? How many clients are referred each week?
26. **Case Management:** Which agency is responsible for ongoing client follow-up? How do you share information about a client's progress? How do you work together to address emergencies?
27. **Employers:** Who is responsible for employer engagement for placement? Describe how you work with local employers. Are they receptive to your outreach?
28. **Colleges/Trainers:** Who is responsible for college/trainer engagement for training? What role, if any, do these organizations play in your work?
29. **Additional Services.** Do you offer supports beyond core TANF services to these clients?
30. **Mission Fit:** Does your TANF partnership help you achieve your mission?
31. **Relationship:** What word would you use to describe your partnership? Can you describe it more broadly? Are all partners satisfied by the relationship and outcomes?
32. **The Glue:** Partnerships can be challenging—why do you think this is an effective partnership? If you had to isolate one or two things as the glue that keeps it all together, what would it be? What mistakes have you made and how did you address them?

Outcomes

33. Can you describe some of the **successes** your organization has had?
34. Do you track **TANF participant outcomes**?
35. Do you have a **Management Information System** for this purpose? If not, how do you coordinate paperwork and reporting?
36. How often do you **share outcomes** with your TANF partner? Is through a database or reports?
37. What were your **three primary 2008 targets**? How do you know if you achieved them?
38. What were your **placement and retention** (3 and 6 month) rates for 2008?
39. How would you rate your performance compared to other TANF service providers?

Misc.

40. Beyond your TANF experience, please describe any other significant partnership involvement in systems like the Workforce Investment Act that could translate to TANF.
41. Is there anything else you would like to share with us? Strategies for effective partnerships?