

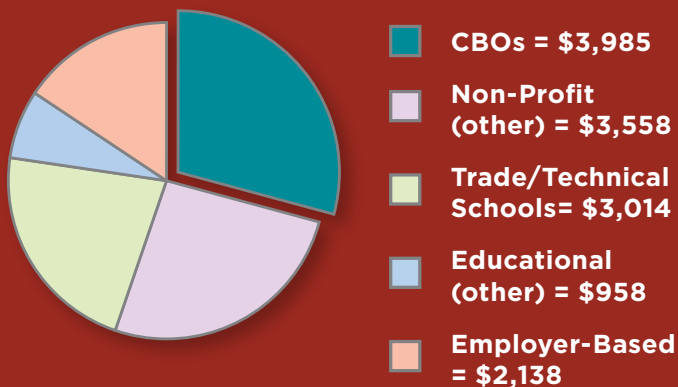


Working to Succeed — Individuals, the Commonwealth, and Community Based Organizations

MWA supports a diverse network of workforce development training providers in the Commonwealth. This report spotlights the role of Community Based Organizations (CBOs).

EDUCATION AND TRAINING DELIVERED BY COMMUNITY BASED ORGANIZATIONS IS NEARLY TWICE AS EFFECTIVE AS OTHER METHODS AT INCREASING PARTICIPANTS' EARNINGS.*

AVERAGE ANNUAL PROGRAM PARTICIPANT EARNING'S INCREASE BY PROVIDER TYPE



* See 'CBOS help individuals succeed' on the following page for supporting analysis. SOURCE: *An Evaluation of Massachusetts' Workforce Development Programs: The Earnings and Employment Impacts of Participation in Employment and Training Programs on Low-Income Adults*, Michael A. Stoll, Steven Raphael, Edwin Melendez, Alexandra de Montrichard and Michael P. Massagli (2003)

WHY ARE CBOS SUCH EFFECTIVE PROVIDERS OF WORKFORCE DEVELOPMENT?

- CBOs offer high quality programs that help people access their true potential for economic opportunity.
- CBOs are held to high performance standards, despite extremely limited resources, and consistently exceed these standards in Massachusetts.
- CBOs are embedded in and responsive to neighborhoods and specific populations, and, as a result, are trusted and effective at delivering education, training and related services to diverse communities across the state.
- CBOs excel at building bridges across federal funding streams and diverse state programs to ensure that participants get the services they need to succeed.
- CBOs enable participants to move easily from education to training to employment.

WHAT IS A CBO? These are private non-profit community based organizations (CBOs) that are vital to the Massachusetts workforce development system. They provide diverse, trusted and local entry points to needed education and training services, as well as a network of support and referrals for low-wage workers and unemployed people who want to succeed in today's economy.

LOOK
INSIDE



CBOs help individuals succeed.

Typically, low-wage workers and unemployed people face a variety of barriers to training and employment. When these individuals strive to improve their economic realities, the first threshold they usually cross is their local CBO. CBOs are set up to meet their complex needs holistically. CBOs help people to navigate the workforce development system to gain skills, job credentials and future training. Most important, CBOs teach people lifelong learning skills, so that they are flexible and resilient as employees and community citizens.

THE POSITIVE OUTCOMES ARE DOCUMENTED.

In a 2003 study evaluating the Massachusetts workforce development system, researchers found that the average annual earnings increase of people who received education and training services from CBOs were \$4,000 as opposed to the \$2,200 average earning increase seen across all service providers.¹ In addition, those who received services from CBOs in job training and basic skills education were 12.8% more likely to be employed two years after training than those who did not participate in CBO services.²

1. *An Evaluation of Massachusetts' Workforce Development Programs: The Earnings and Employment Impacts of Participation in Employment and Training Programs on Low-Income Adults* Michael A. Stoll, Steven Raphael, Edwin Melendez, Alexandra de Montrichard and Michael P. Massagli (2003) can be downloaded at www.commcorp.org

2. Commonwealth Corporation, "Training Matters: Earnings and Employment Effects by Type of Service Provider, October 2003"

CBOs provide intensive education and training services to populations with the least access to traditional opportunities. A typical community-based education and training program may provide:

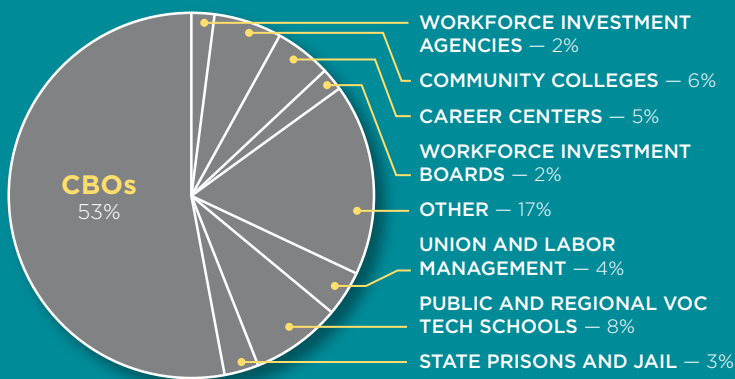
- Classes in reading, writing, math, and computer skills, and English language learning
- Job readiness preparation, career identification, job search, resume development
- Training in specific job skill areas, internships, job shadowing, work experience and mentoring connections

The CBOs that provide workforce development services also typically provide referrals and tailored support to help participants connect to other vital services, such as housing assistance, financial benefits, transportation and childcare.

Employers, industries, and regions thrive

when they access and invest in workforce development services provided by CBOs.

WHO PROVIDES WORKFORCE DEVELOPMENT SERVICES?



"State Street's partnership with Year Up has become an integral component of our strategic plan to grow a pipeline of future IT employees."

Joseph Antonellis, Vice Chairman,
State Street Corporation

Massachusetts is known for its highly educated workforce. But it takes more than people with advanced degrees to run a successful business. Without skilled clerks, technicians, machinists, assistants, drivers and other hardworking people, businesses can falter or fail. Employers need access to a ready, skilled, local talent pool committed to fueling their business development and success. CBOs deliver training and education designed to teach the most critical skill set – *how to learn*. As a result, participants in CBO programs can build on what they know, improve continuously, and contribute in an ongoing way.

CBOs REACH DEEP INTO OUR COMMUNITIES, MAKING IT POSSIBLE FOR MORE PEOPLE TO WORK.

On any given day in Massachusetts, CBOs are providing education and training services to thousands of residents. Thousands more could be part of a growing economy if the state invested more funds to help people acquire or update skills. We know that 35% of the state population has limited skills.³ In Massachusetts, CBOs are the main source of workforce development services, especially services geared to those with the most limited skills.

3. *New Skills for a New Economy: Adult Education's Role in Sustaining Economic Growth and Expanding Opportunity*, Mass Inc, December 2002

WE APPLAUD THE ESTABLISHMENT OF THE WORKFORCE COMPETITIVENESS TRUST FUND, THE CONSORTIA OF FUNDERS THAT MAKES SKILLWORKS IN BOSTON POSSIBLE, AND THE STATE'S PROVISION OF STEADY SUPPORT FOR ADULT BASIC EDUCATION. HOWEVER, INCREASED STATE AND PRIVATE INVESTMENT IS NEEDED TO ENSURE A SKILLED AND COMPETITIVE WORKFORCE IN THE COMMONWEALTH.

Massachusetts can build an able workforce

and a growing economy through increased and consistent funding for organizations providing workforce development.

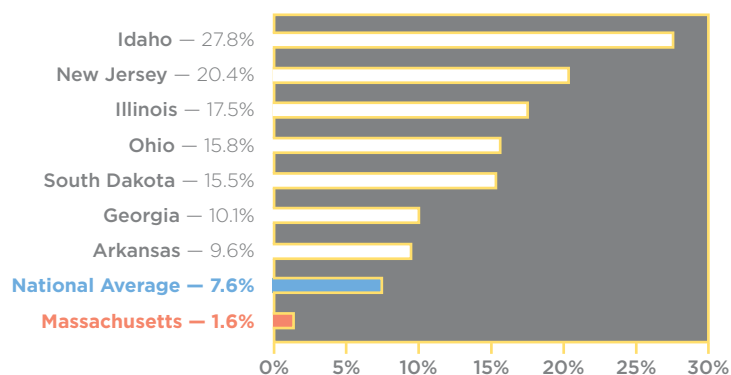
A GROWING AND STEADY STATE INVESTMENT IN SKILLS TRAINING WILL INCREASE THE NUMBER OF TRAINED WORKERS.

Most people believe that if you get laid off, or if you need a better job to support your family, that you can get training. In Massachusetts this is just not true. Organizations, particularly CBOs providing skill training, are woefully under-funded. The need for skills training far exceeds available slots, and this situation is most dire for low wage, unemployed and under-employed people.

INVESTING IN WORKFORCE DEVELOPMENT STIMULATES THE REGIONAL ECONOMY.

Other states have made significant investments in skills training. For example, in most other states at least twice as many people enrolled in Temporary Aid for Needy Families (TANF) receive education and training to develop the skills needed to find and keep employment. (See chart below)

PERCENT OF TANF RECIPIENTS ENROLLED IN EDUCATION/TRAINING



Massachusetts has been losing population and currently has thousands of job vacancies. People who could fill these positions live right here in our communities. They are willing to work and can grow into those positions if our state will invest in crucial education and training programs. We must ask ourselves – **What are we losing to states that already make these investments?**

“In the past year the graduates of this program earned about \$78 million and paid \$23 million in taxes. So I like to think that the state and federal training dollars we receive come from our graduates.”

Elsa Bengel, YMCA Training, Inc.

IN THE LAST FIVE YEARS, PUBLIC FUNDING FOR EDUCATION AND TRAINING HAS FALLEN DRAMATICALLY.

Federally, Workforce Investment Act (WIA) funding is under constant threat. WIA dollars flowing to Massachusetts have fallen by nearly 18% between Program Years 2005 and 2006. Wagner-Peyser dollars have fallen by 5% during the same period. More troubling is the fact that since 2002 Massachusetts has slashed funding to employment training programs. One clear example (see graph below) is in services run through the Department of Transitional Assistance (DTA) (line item 4401-1000 of the Massachusetts state budget). Since 2002, these programs have been cut by over 40%.

The Commonwealth must increase investment in the skills of its workers as an essential piece of growing the economy. To do that, the Commonwealth must, at a minimum, restore the state investment in DTA skill training funding to 2002 levels. We believe advocacy at the federal level is also imperative.

STATE BUDGET CUTS IN DTA EMPLOYMENT AND TRAINING SERVICES



WHAT THE WORKFORCE DEVELOPMENT SYSTEM IS LIKE FOR REAL INDIVIDUALS.*



HELP OVERCOMING COMPLEX BARRIERS TO EMPLOYMENT.

PARTICIPANTS WITH MULTIPLE AND COMPLEX ISSUES NEED SUBSTANTIAL SUPPORT FROM MULTIPLE AGENCIES. PROGRESS IS A SERIES OF SMALL STEPS, BUT EACH STEP IS CRITICAL FOR OVERALL SUCCESS.

‘Ricardo’

Today Ricardo speaks to Adult Basic Education (ABE) classes to inspire others. He talks about the path to his current job as financial director at a human services agency. Ricardo came to Action for Boston Community Development (ABCD) in the early 1990s as an alcoholic homeless man in his late twenties with a third grade reading level. His presentation and educational level made it difficult for him to find a job and go to school. With help, Ricardo first got sober. Then his case manager helped him find a job that allowed him to work and go to school simultaneously. He earned his GED, then completed an office skills training program with a specialty in accounting. He finished a year later and got a job as a bookkeeper before moving to his current job.

[Ricardo's story takes place before WIA. His job training skills were funded through the Job Training Partnership Act (JTPA) which required few bureaucratic hurdles. Ricardo only had to prove Boston residency to receive one of these training slots. While ABCD still offers a continuum of services that allow for the type of seamless program transition and mentorship that supported Ricardo, the particular case management he received from the Pine Street Inn — so critical to his success — no longer exists. Nor do the slots that the Pine Street Inn had reserved at ABCD.]

The Workforce Development System in Massachusetts: A Summary

Data from this chart cannot be compared directly to the 2003 chart because the methods of data collection have changed and new programs are included.

| DEPARTMENT | Department of Workforce Development ⁽¹⁾ | | | | | | | | | Board of Education | | HUD ⁽²⁾ | Executive Office of Health and Human Services | | | | EOPSS | BHE |
|-------------------------------|--|---|--|---|--|--|-----------------------------------|-------------------------|--|--|--------------------------------------|----------------------------|---|---|---------------------|---|---|--|
| STATE AGENCY | Commonwealth Corporation ⁽³⁾ | | | | DCS & DUA ⁽³⁾ | | | | | Department of Education ^(3,12) | | DOE | Department of Transitional Assistance ^(3,14) | Mass Rehab Commission ⁽¹⁶⁾ | DMH ⁽³⁾ | MORI | DOC | BHE |
| PROGRAM | Workforce Investment Act (Youth) ⁽⁴⁾ | Youth At Risk/ Youth Works ⁽⁵⁾ | Extended Career Ladder Initiative (ECCLI) ⁽⁵⁾ | BEST Initiative/ BEST III/ Bay State Works ⁽⁵⁾ | Workforce Investment Act (Dislocated Workers) ⁽⁶⁾ | Workforce Investment Act (Adults) ⁽⁷⁾ | Wagner Peysner Act ⁽⁸⁾ | One-Stop Career Centers | Workforce Training Fund ⁽¹⁰⁾ | Adult Basic Education | Connecting Activities | Youthbuild ⁽¹³⁾ | Employment Services Program | Vocational Rehabilitation Services and Employment Assistance Services | Employment Services | Employment Services and Placement Programs | Inmate Training and Education | Community College Workforce Training Incentive Grant Program |
| FEDERAL FUNDS | \$15,691,024 | 0 | 0 | 0 | \$15,377,608 | \$13,107,432 | \$13,075,135 | 0 | 0 | \$12,047,653 | 0 | \$5,600,000 | \$14,303,225 | \$42,279,571 | 0 | \$11,000,000 | \$100,000 | 0 |
| STATE FUNDS | 0 | \$2,898,000 | \$1,766,313 | \$3,723,860 | 0 | | 0 | \$4,000,000 | \$21,116,175 | \$24,359,983 | \$3,979,687 | \$2,270,500 | \$5,562,365 | \$7,101,264 | \$6,662,180 | 0 | \$4,000,000 | \$2,900,000 ⁽¹⁹⁾ |
| PROVIDERS | CBOs | CBOs | Nursing Homes, CBOs | WIBs, CBOs , Community Colleges | Career Centers, CBOs , Community Colleges | Career Centers, CBOs , Community Colleges | Career Centers | Career Centers | Career Centers, CBOs , Community Colleges | CBOs , Public Schools, Community Colleges | WIBs, Career Centers | CBOs | CBOs , Public Schools, Community Colleges, WIA Administrative Agencies | Colleges, Technical Schools, CBOs | CBOs | CBOs | Institution Schools | Community Colleges, Employers |
| SERVICES | Training, Education, Work Experience | Work Experience | Education, Training | Education, Training | Job Search, Training, Education | Job Search, Training, Education | Job Search | Job Search | Training, Education | Adult Basic Education | Work Experience, Training, Education | Education and Training | Job Search, Supportive Services, Training, Education | Training, Education, Employment | Varies | Recertification, Placement and Career Ladders | Job Search, Academic & Vocational Education | Education, Training |
| TARGET POPULATION | Youth | Low Income Youth | Incumbent Workers | Adults | Dislocated Workers | Adults | Universal | Universal | Incumbent Workers | Adults | Youth | Youth | TANF Recipients | Persons with Significant Disabilities | Adults | Refugees and Immigrants | Incarcerated Adults | Out-of-Work and Incumbent Workers |
| NUMBER OF PARTICIPANTS (FY06) | 4,030 | 2,066 | 1,662 | 3,629 | 7,059 | 3,050 | | 183,000 ⁽⁹⁾ | | 23,696 | 12,612 | 325 | ⁽¹⁵⁾ | 19,495 | 1,882 | 1,500 | 3,000 ⁽¹⁷⁾ | 30,280 ⁽¹⁸⁾ |

HELP TO FIND THE RIGHT TRACK.

RARELY CAN A SINGLE ORGANIZATION PROVIDE ALL OF THE SERVICES PARTICIPANTS REQUIRE FOR SUCCESS. GREATER COORDINATION AMONG NETWORKED WORKFORCE PROVIDERS MAKES CASE MANAGEMENT EASIER AND MORE EFFECTIVE.

‘Brian’

Today, Brian has a full-time, benefited position in information technology at Partners Health Care, a Boston health services provider. Before securing this job, Brian was a high school dropout with a good academic

foundation, but he lacked connections to adults who could guide him to a track that matched his skills and interests. He enrolled at the Crittenton Women's Union and, with intensive case management, was able to identify his goals, get organized and take advantage of opportunities. He passed the GED, enrolled in Year UP, a youth career exploration program, and then received six months of training in information technologies. Continuing case management helped him land an internship at Partners where he is employed today.

** THESE ARE STORIES ABOUT REAL INDIVIDUALS. WE HAVE CHANGED THEIR NAMES.*

⁽¹⁾ Currently the Executive Office of Labor and Workforce Development.

⁽²⁾ US Department of Housing and Urban Development.

⁽³⁾ Data Source: Commonwealth Corporation Regional Workforce Investment Profiles from FY06. These numbers do not include resources supporting administration, technical assistance or statewide activities not easily broken down by area.

⁽⁴⁾ The state's total allotment was \$16,460,028. The regional Workforce Investment Profiles number is 85% of that total going to local areas.

⁽⁵⁾ Totals represent a roll-up of local contract amounts issued during FY06.

⁽⁶⁾ The state's FY06 allotment was 25,629,346. The Regional Workforce Investment Profiles number is 60% (15% for statewide activities, and 25% for various Rapid Response activities) of that total going to local areas by formula. Numbers do not include

funds from the Trade Assistance Act.

⁽⁷⁾ The state's total allotment was \$15,420,508. The Regional Workforce Investment Profiles number is 85% of that total going to local areas.

⁽⁸⁾ The state's total allotment for Employment Service under Wagner-Peyser plus the Department of Labor's Re-Employment Services grant was about \$16,323,000 for FY06. The Regional Workforce Investment Profiles includes only local dollars to Workforce Investment Boards for One Stop Career Center activities.

⁽⁹⁾ There is no separate counting of One Stop Career Center participants by state versus federal funding sources. The 183,000 reflects the total numbers served in any way in OSCCs. There were also 95,658 Unemployment Insurance recipients served in FY06.

⁽¹⁰⁾ The Regional Workforce Investment Profiles includes

contract award totals for contract rounds starting in FY06.

⁽¹¹⁾ The Regional Workforce Investment Profiles amounts for ABE and Connecting Activities are the sum of local contracts (i.e. do not include administration, technical assistance or other statewide activities), thus the federal and state totals do not match exactly the yearly appropriations.

⁽¹²⁾ Numbers previously reported under "School to Career Matching Grants" are no longer reported because they represent a collection of earmarks that are not statewide or necessarily ongoing.

⁽¹³⁾ State YouthBuild funds are administered by the Department of Education. In FY06 Federal funds came directly from HUD. In the current program year, the federal funding for YouthBuild has been moved from HUD to USDOL.

⁽¹⁴⁾ Regional Workforce Investment Profiles amounts reflect the

sum of local contracts and agreements and not the total state appropriation for Employment Service Program activities. We were unable to get separate information on the Food Stamp Employment and Training Program.

⁽¹⁵⁾ Unable to get a single count of participants for all ESP funding listed.

⁽¹⁶⁾ These data are reported directly from the Massachusetts Rehabilitation Commission. They do not match the numbers reported in the Regional Workforce Investment Profiles.

⁽¹⁷⁾ Number of inmates attending classes on any given day.

⁽¹⁸⁾ Total enrollments in not-for-credit, vocationally-oriented, workforce development courses.

⁽¹⁹⁾ Funds provide a 20% match for revenues generated by enrollments in not-for-credit, vocationally-oriented, workforce development courses at community colleges.

HELP WITH RETRAINING.

IT IS POSSIBLE TO BE LAID OFF FROM A DYING INDUSTRY AND, WITH SKILL TRAINING, INTERNSHIPS, JOB EXPERIENCE AND SUPPORT, GAIN A FULL-TIME JOB WITH BENEFITS IN A ROBUST INDUSTRY.

‘Alicia’

Alicia is now working in the corporate office of Sovereign Bank. For 20 years Alicia was a supervisor at a Boston area garment factory. When the plant closed, she came to YMCA Training, Inc. Although she had a high school diploma, she had no computer experience. She got a voucher

through her Career Center for computer skills training and, at the same time, YMCA Training, Inc. helped her develop customer service skills. YMCA Training, Inc. also helped her get an unpaid 4-week internship as an administrative assistant in the Community Affairs Department at Sovereign Bank and, when her internship was completed, she was hired.

[Alicia's story takes place in the past two years when access to skill training is seriously limited. In Boston, for example, there are approximately 8,000 individuals receiving public assistance and approximately 90 DTA funded vocational training slots available. Federal funding for job training has decreased 70% in the last 10 years. This adds up to an enormous loss of opportunity in the workforce development system since the mid 1980s.]

WHAT THE WORKFORCE DEVELOPMENT SYSTEM IS LIKE FOR REAL INDIVIDUALS.*



HELP TO PROVIDE BASIC SKILLS.

TRAINING LINKED WITH BASIC SKILLS THAT SETS PARTICIPANTS ON A CAREER PATH WITH ADVANCEMENT POSSIBILITIES IN PARTICULAR INDUSTRY SECTORS IS AN IMPORTANT COMPONENT OF THE WORKFORCE DEVELOPMENT SYSTEM.

‘Ernesto’

With a full-time job in residential management after years of working multiple low-wage jobs, Ernesto says, "I have a skill. I have a certificate." He earned the certificate by successfully completing the Entry Maintenance class offered as part of the Building Services Career Path Project led by SEIU 615 and funded by SkillWorks: Partners for a Productive Workforce. After completing the class, he worked with a Jewish Vocational Services career coach to prepare for job interviews.

Ernesto came to the United States from Colombia 20 years ago with a college education but he was never able to progress beyond cleaning work. Although in the U.S. for years, his English was not very good. "My kids were my priority; I worked to give them a better opportunity, and never had time to learn English." After completing the class and securing this job, he now says "...with my experience I can find much better jobs."

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The Massachusetts Workforce Alliance unites individuals, organizations and coalitions to advance sensible workforce development policy that creates true economic opportunity for low-income people.

Who Are We?

United: We link a broad range of workforce development providers that find common ground in order to better serve our low-income clients. A collaborative effort of coalitions, we see strength in the variety of perspectives our members bring to policy discussions at all levels, along with their commitment to people, exemplary services, strong communities and steadfast pursuit of excellence.

Sensible: We create policy solutions by listening carefully to the intelligence of people on the frontline — practitioners and program participants. This means there is a direct link between the policies we advance and evidence that those solutions will work.

True: Our solutions create opportunities for low-income people to make the kind of real economic gains that will allow them to truly support themselves and their families. This means helping them to access all the services they need to succeed and to find employment that offers continued training and mentoring so that they can, over time, climb a career ladder.

How can you join us?

Anyone can become a member of the Massachusetts Workforce Alliance, either as an individual or as an organization. Contact us using the information below and we will send you membership information and your invoice. Benefits of membership include: eligibility to serve on subcommittees and the board; priority for your clients in MWA trainings, projects and events; recognition on MWA publications; email updates on workforce development policy; and the ability to contribute directly to the MWA policy agenda. For more information, email info@massworkforcealliance.com or call 617-780-1770.

Visit the Massachusetts Workforce Alliance online at www.massworkforcealliance.org to learn more about:

- Workforce policy at the federal, state, and local levels
- Who is involved in the Massachusetts Workforce Alliance
- The PEER Project — review challenges and policy solutions submitted by MWA members
- How to join the MWA discussion list and advocate for effective workforce policies
- How you can become a member of MWA

Who Are Our Members?

Individuals like you. People who want to ensure that low-income people have access to the education and training they need to get employment that will sustain their families.

Organizations engaged in workforce development. We have recently merged with one of our former members, the Boston Workforce Development Coalition, and have begun welcoming individual organizations to join us directly.

Coalitions from across the state. Specifically: The Boston Youth Service Network (BYSN), The Job Training Alliance of Massachusetts (JTA), The Massachusetts Alliance for Adult Literacy (MassAAL), The Massachusetts Association for Community Action (MASSCAP), The Massachusetts Association of Community Development Corporations (MACDC), The Massachusetts Coalition for Adult Education (MCAE), The Massachusetts Family Economic Self Sufficiency Project (The Women's Union's Mass FESS), The Massachusetts Worker Education Roundtable and The Massachusetts YouthBuild Coalition.

We support MWA and its effort to increase opportunities for workers and organizations in MA.



ABCD's
LearningWorks
Geoff Beane
Elsa Bengel
John Bengel
Boston Foundation
Boston Housing Authority
Boston Private Industry Council
Boston Youth Services Network (BYSN)
Crittenton Women's Union
Todd Fairchild
Roma Goodlander
International Institute of Boston
Jewish Vocational Services (JVS)
Job Training Alliance (JTA)
Judith Lorei
Massachusetts Alliance for Adult Literacy (MassAAL)
Massachusetts Association for Community Action (MASSCAP)
Massachusetts Association of Community Development Corporations (MACDC)
Massachusetts Coalition for Adult Education (MCAE)
Massachusetts Worker Education Roundtable
Massachusetts Youthbuild Coalition
Deborah Mutschler
North Shore Community Action Programs
Notre Dame Education Center of Lawrence
Project Hope
Alex Risley Schroeder
David Rosen
Veterans Benefits Clearinghouse
Workforce Alliance
YMCA Training, Inc.



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