

NEIGHBORHOOD JOBS TRUST IMPACT REPORT

2016-2017



Mayor's Office of
**WORKFORCE
DEVELOPMENT**

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Dear Friends:

I am pleased to announce the release of the enclosed report, Neighborhood Jobs Trust Impact Report, 2016-2017. For nearly thirty years the Neighborhood Jobs Trust (NJT) has helped ensure that low- and moderate-income Boston residents directly benefit from commercial development in their City, in the form of education and job training.

Right now, Boston's economy is benefiting from the biggest 4-year building boom in our city's history. But too many residents still face obstacles in taking advantage of the job openings this growth provides. The Trustees, together with the Office of Workforce Development (OWD), have been working to invest these dollars in comprehensive programs that prepare residents for full-time, permanent jobs that help support families.

I'm happy to report that in 2016-2017, the Neighborhood Jobs Trust funded the training and education of over 2,300 Boston residents. This investment positions workers for career pathways to living wage jobs. For example, placed graduates of NJT grant-funded training programs now earn an average hourly wage of \$15.23 – well above the FY16 living wage of \$14.11 – and 72% are earning benefits as well.

The Trust is also helping to position young residents for better jobs down the road. New this year is the Tuition-Free Community College Plan, which contributes resources for up to 3 years of tuition and mandatory fees for eligible Boston high school graduates.

The Neighborhood Jobs Trust continues to transform residents' lives and build a strong and thriving workforce for our City. I am grateful for the hard work done by the Trustees and OWD staff on behalf of Boston residents, and together we will continue to provide them with the education, training and support services they need to succeed in our City's economy.

Sincerely,

Martin J. Walsh
Mayor, City of Boston

Dear Colleagues:

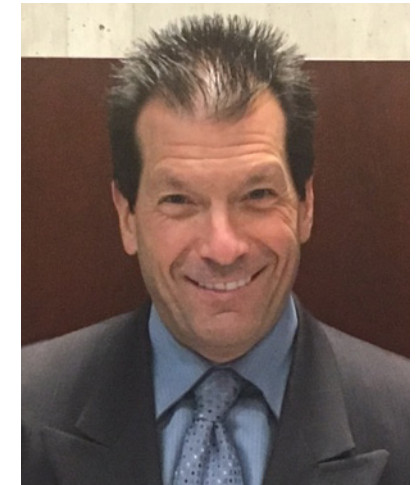
Ensuring that Boston residents directly benefit from linkage fees generated by large-scale real estate development projects remains one of the City's top priorities. As Trustees of the Boston Neighborhood Jobs Trust (NJT), our main task is to see that the NJT portion of the linkage monies is effectively used to help Boston residents get the education, training and support services they need to access quality jobs and career paths aligned with the workforce needs of the City's employers and developers.

As the enclosed report, Boston's Neighborhood Jobs Trust Impact Report, 2016-2017, explains, NJT has invested \$2.2 million to help more residents access programs that develop their economic potential. These programs range from quality English instruction to free community college to sector-specific job training supported by NJT grants. In March 2016 the Trustees approved \$1,200,000 in these grants for 17 training programs chosen by the Mayor's Office of Workforce Development (OWD) based on several criteria, including their targeted industry sectors, program design, and alignment with NJT goals. We are pleased to share with you the successful outcomes they achieved, and highlight several programs and individual success stories.

While we take pride in the work our City has done to expand economic opportunity, there is still much work to be done. With the assistance of our partner, OWD, we will continue to invest linkage funds in community-based organizations so that all may benefit from the City's strong economy.

Sincerely,

RICHARD DEPIANO **MARK CIOMMO** **TRINH NGUYEN**
Acting Collector-Treasurer & Boston City Councillor Director, Mayor's Office of
Interim Managing Trustee District 9 Workforce Development





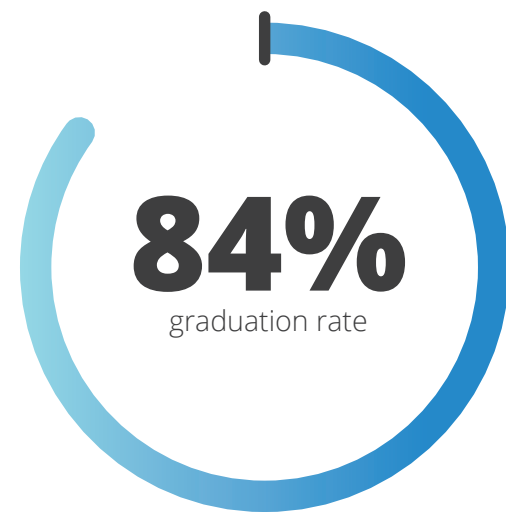
OVERVIEW

\$2.2M | **ALLOCATED BY NJT TO SERVE 2,300+ BOSTON RESIDENTS**

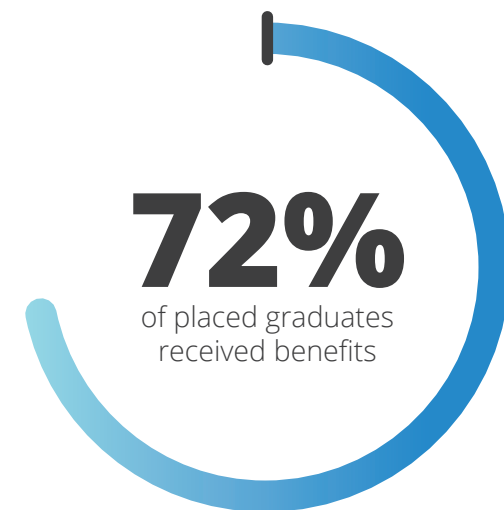
	FUNDING RECIPIENT	RESIDENTS SERVED
Grantees	FY16 RFP Grantees Job training	270
Special Projects	English for New Bostonians English language instruction customized for workforce advancement	1,180*
	SkillWorks Job training, youth programs, upskilling for incumbent workers	680*
	Boston Housing Authority's Charlestown Adult Education English language instruction for residents of BHA housing in Charlestown	160*
	Tuition-Free Community College Plan Up to three years of community college, free of tuition or mandatory fees, for income-eligible students.	52
	Individual Training Accounts Job training	35
		Total = 2,377 <i>*Includes those served by leveraged funds</i>

GRANTEE HIGHLIGHTS

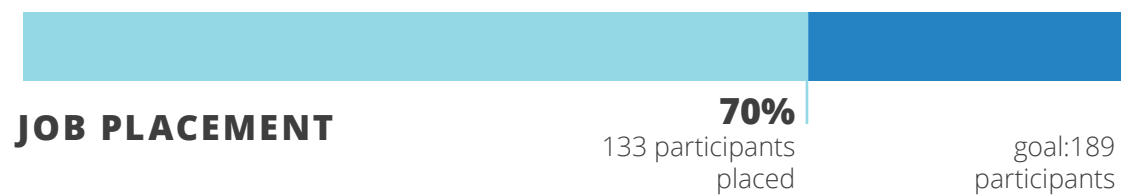
270 | RESIDENTS SERVED



\$15.23
AVERAGE HOURLY
WAGE UPON PLACEMENT



104%
MEDIAN ANNUAL
WAGE INCREASE

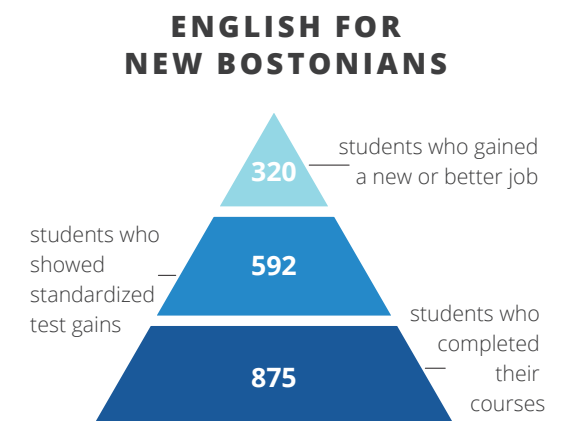
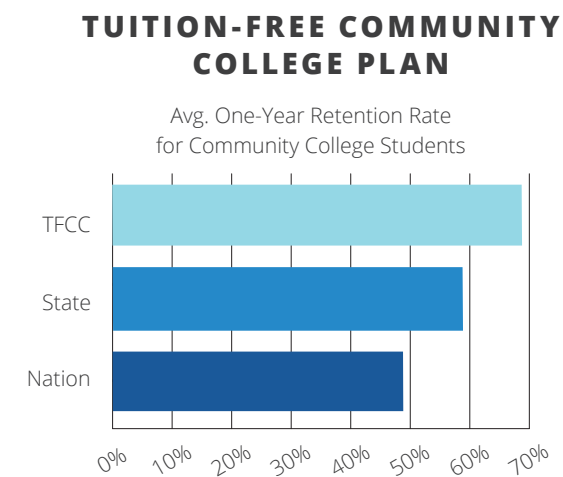


SPECIAL PROJECT HIGHLIGHTS

BHA-CHARLESTOWN
85%
ESOL CLASS
GRADUATION RATE

INDIVIDUAL
TRAINING ACCOUNTS
75%
JOB TRAINING
COMPLETION RATE

SKILLWORKS
\$16.34/hr = 22%
AVERAGE WAGE ON PLACEMENT
FOR WORKFORCE PROGRAM GRADS
AVG. INCOME
INCREASE



INTRODUCTION

The Neighborhood Jobs Trust (NJT) was created in 1987 to ensure that Boston's low- and moderate-income residents benefit, in the form of job training, from the development in their city. In other words, the Trust translates commercial development in the physical landscape into economic empowerment in the human one.

Given that Boston is in the midst of the largest 4-year building boom in its history, the Trust has only grown in significance as a mechanism to make Boston a more equitable and prosperous city for all its residents. Over 2016-2017, NJT allocated \$2.2 million to support over 2,300 residents in a variety of programs – from occupational skills training to adult literacy to tuition support – to develop their economic potential. This investment has yielded results. Placed graduates of NJT grantee programs earned an average hourly wage of \$15.23 – a figure well above the city's living wage.

How NJT Works

The Neighborhood Jobs Trust collects linkage fees, based on square footage, from large-scale commercial developments built in the City of Boston. Currently, the fee is \$1.67 per square foot for developments over 100,000 square feet. The money collected in the Trust is managed by three trustees appointed by the Mayor: a member of the City Council; the Director of the Office of Workforce Development; and the Collector-Treasurer of the City of Boston, who serves as managing trustee. The trustees meet regularly to set the Trust's funding

priorities according to residents' needs and current labor market conditions.

The Mayor's Office of Workforce Development (OWD), an office of the Boston Planning & Development Agency (BPDA), distributes NJT funds and monitors programs' enrollment, retention and performance. OWD also provides support along the way to help them reach their targets.

NJT Funding Priorities

NJT funding is strictly intended for the benefit of low- or moderate-income Boston residents, as defined by annual federal guidelines. Beyond these requirements, NJT trustees aim to prioritize NJT funds to provide the greatest possible boost to those in greatest need. These residents may face multiple barriers to employment, such as CORI histories, housing instability, or limited English fluency. NJT dollars are aimed at not just helping these residents find jobs, but putting them on career pathways to full-time, permanent employment with benefits at or above Boston's living wage (\$14.11 per hour in FY16). To this end, the Trust invests in: a) grants to community-based organizations and b) special projects.





FY16 GRANTEES

In October 2015, OWD released a Request for Proposals (RFP) for Boston-based nonprofits to deliver job training services to unemployed or underemployed Boston residents. In response, OWD received 30 applications, which were evaluated by a review committee for their cost-effectiveness, congruence with NJT priorities, and capacity to deliver on performance goals.

NJT grantees provide a wide variety of services, such as: outreach and recruitment, employer engagement, in-depth assessment, classroom and/or worksite instruction, case management, educational and/or career counseling, job placement, and post-placement follow-up.

In March 2016, OWD awarded \$1.2 million in NJT funds to 17 community-based organizations, including three new recipients, in grants ranging from \$25,000 to \$100,000. (See the chart on page 17 for the complete list.) This portfolio of programs addresses labor market needs in strategic ways. For example, a recent collaborative report between OWD and UMass Boston's Center for Social Policy found that the city's healthcare, hospitality, and construction industries offer promising career pathways for low-income entry-level workers. Each of these sectors benefits from union engagement, is projected to grow significantly over the next decade, and poses attainable pathways to family-sustaining wages.¹ NJT's grant-funded organizations train job-seekers for all three industries, with particularly strong concentrations around healthcare/healthcare administration (seven

programs) and hospitality (four programs). NJT grantees also address the needs of Boston's unique workforce, which hails from around the globe. Nearly all of the city's 14% population growth from 1980 to 2015 (106,475 people) can be attributed to the arrival of foreign-born residents, which today make up 28% of Bostonians.² NJT-funded programs rise to the challenge of training these new workers for the economy's needs. Three recipient organizations explicitly serve immigrant populations and many more recruit heavily from immigrant communities.

In the Featured Programs section (pages 16-23), take a closer look at four NJT-funded programs that fit opportunity-aspiring populations to specific economic sectors in need of their new skills.

¹ Holgate, Brandynn and Michael McCormack. *Career Pathways to Quality Jobs in Construction, Hospitality, and Healthcare*. Mayor's Office of Workforce Development and UMass-Boston Center for Social Policy. October 2016. <https://owd.boston.gov/wp-content/uploads/2016/11/CareerPathwaysReport.pdf>

² Lima, Alvaro. *The Importance of Immigrants to Boston's Continued Prosperity*. Boston Planning & Development Agency. April 19, 2017. <http://www.bostonplans.org/getattachment/1eeaf05e-6505-4268-8ebc-6a3c6b16fdca?hootPostID=a8081a6bb73cc3c76d11edc94d1b0f9f>

MEETING RESIDENT NEED

In Spring 2016 the Boston Planning & Development Authority released a report commissioned by OWD to investigate opportunity gaps in Boston's labor market. Populations-in-need identified in the report, "Boston's Workforce: An Assessment of Labor Market Outcomes and Opportunities," are directly supported by NJT grantees.

	IDENTIFIED NEED	RESIDENTS SERVED BY NJT
Race	The median incomes of Black (\$29,000), Hispanic (\$21,300) and Asian (\$36,000) residents lag well behind those of White (\$51,000) residents.	<ul style="list-style-type: none"> American Indian, Alaskan Native, Other White/Caucasian Asian Hispanic/Latino Black/African-American
Education	The median income of residents with less than a high school degree is \$20,000, compared to \$29,000 for those with a high school diploma or equivalent and \$52,000 for college graduates.	<ul style="list-style-type: none"> Technical/Vocational or College-level degree High School Diploma/GED/HISET No High School Diploma
English Fluency	The foreign-born make up just under half of those residents holding only a high school degree or equivalent, which is correlated with lower income.	38% are non-native English speakers
Neighborhoods	Pockets of high unemployment are especially concentrated in East Boston, Roxbury, Dorchester, and Mattapan.	69% come from Dorchester, Roxbury, East Boston, Mattapan

COMMUNITY ORGANIZATION GRANTEES	TARGET INDUSTRY
Action for Boston Community Development	Early Education and Care (EEC)
Asian American Civic Association	Banking and Finance
BEST Hospitality Training Center	Hospitality
Boston Chinatown Neighborhood Center	Customer Service in Retail (Focus on Supermarkets)
Community Servings, Inc.	Culinary
International Institute of New England	Service Industry
Jewish Vocational Service	Certified Nursing Assistance & Home Health Aide
Little Sisters of the Assumption/Project Hope	Administration in Health Care Field
Maverick Landing Community Services	Coding
Morgan Memorial Goodwill Industries	Human Services
New England Center for Arts and Technology (NECAT)	Culinary
New England Center and Home for Veterans	Professional Protection Officer & Commercial Driver License training & career paths
North Bennet Street School	Carpentry, Locksmithing, & Security Technology
Operation ABLE	Administration in Medical Office
St. Mary's Center for Women and Children	Administration in Real Estate Management, Health Care, Higher Education, & Financial Services
WORK, Inc.	Custodial & Facility Management
YMCA Training, Inc.	Administration & Customer Service in Insurance, Banking & Medical Office

FEATURED PROGRAM: COMMUNITY SERVINGS FEEDING HUNGER TO SUCCEED

One of the greatest obstacles to employment for citizens returning from incarceration is the Criminal Offender Record Information (CORI) report – an individual's record with the criminal justice system. The food service industry, however, poses a unique opportunity for those seeking to restart their lives.

The culinary sector hires more job-seekers with CORIs than any other industry in Massachusetts. Facing its most serious labor shortage in over 30 years, the industry is also in desperate need of their skills. With support from NJT, the Teaching Kitchen program at Community Servings helps ex-offenders and others who face serious employment barriers to transition into stable entry-level jobs as cooks, prep cooks, line cooks, and kitchen supply workers. Over the course of 12 weeks, participants learn basic cooking and life skills in both the classroom and the kitchen that Community Servings uses to produce 2,000 meals a day for the critically ill. In this professional environment, program enrollees work on menu planning, food preparation, food safety, measuring and math, and shipping & receiving. They learn about a

wide variety of workplace opportunities through Community Servings' partnerships with over 100 employers, which run the gamut from restaurants and hotels to large-scale food suppliers.

As part of the program, participants create individual service plans with the guidance of their case managers. They work on goal setting, career planning, and job search skills as they prepare to enter jobs that range from \$11 per hour for starting workers to \$18 per hour for experienced workers. The majority of graduates also have access to benefits. While awaiting placement, graduates can volunteer in the Community Servings kitchen to start putting their new-found skills to positive use for their community.

100%

*graduation rate
among 18 enrollees*

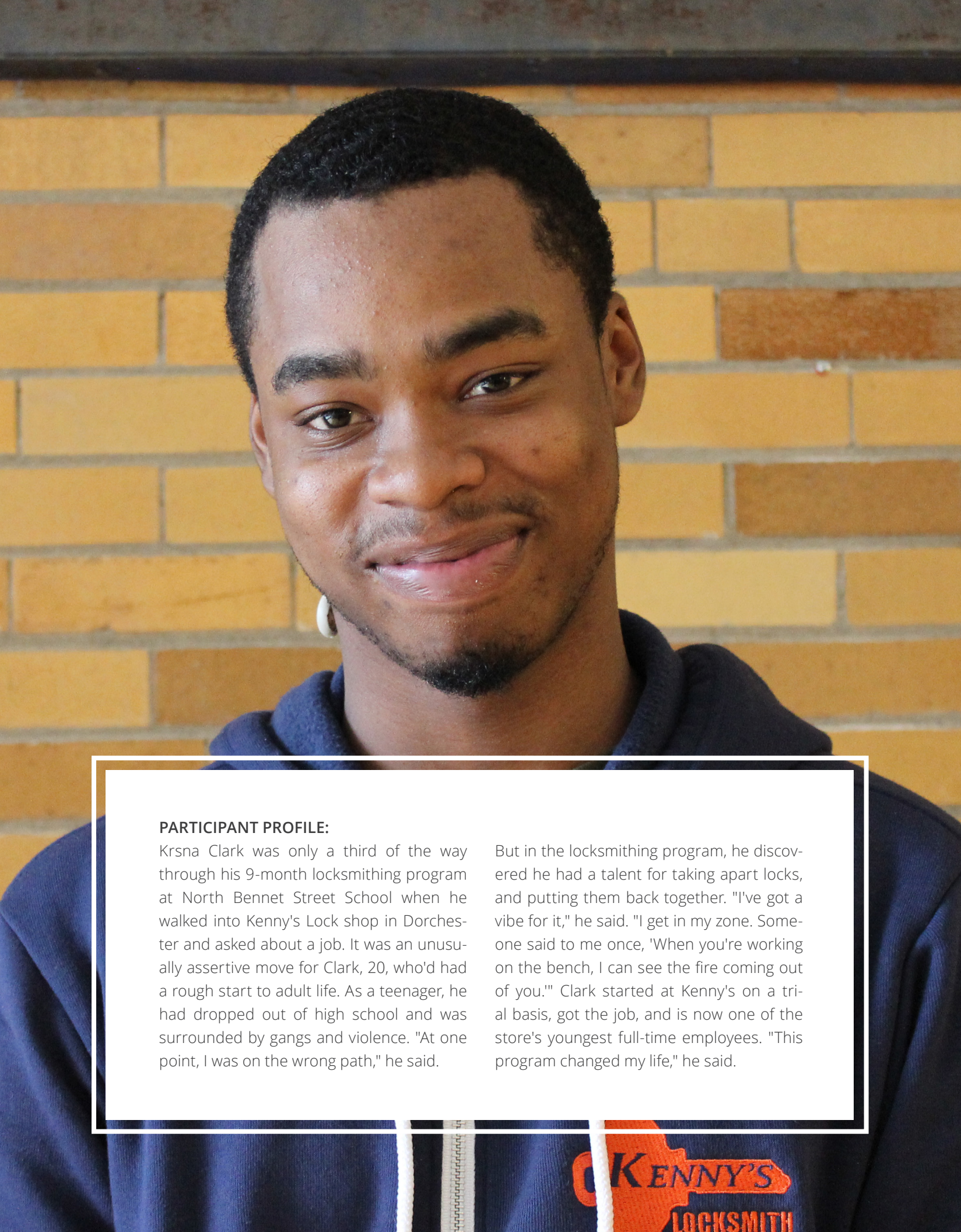
72%

job placement rate

\$12.35

*average hourly wage
on placement*





PARTICIPANT PROFILE:

Krsna Clark was only a third of the way through his 9-month locksmithing program at North Bennet Street School when he walked into Kenny's Lock shop in Dorchester and asked about a job. It was an unusually assertive move for Clark, 20, who'd had a rough start to adult life. As a teenager, he had dropped out of high school and was surrounded by gangs and violence. "At one point, I was on the wrong path," he said.

But in the locksmithing program, he discovered he had a talent for taking apart locks, and putting them back together. "I've got a vibe for it," he said. "I get in my zone. Someone said to me once, 'When you're working on the bench, I can see the fire coming out of you.'" Clark started at Kenny's on a trial basis, got the job, and is now one of the store's youngest full-time employees. "This program changed my life," he said.

**FEATURED PROGRAM: NORTH BENNET STREET SCHOOL
TIMELESS TRADE TRAINING**

North Bennet Street School is teaching low-income youth – who are neither in work nor school – skills for self-sufficiency in the manual arts.

Through its Workforce Development Initiative, North Bennet Street School recruits young people across the city through such contacts as the Boston Opportunity Youth Collaborative and Madison Park Technical Vocational High School, and supports participants with tuition, tools, work clothing, and public transit stipends. NJT funded the initiative's efforts in two trades known for their high demand and pay: locksmithing and carpentry. Both programs incorporate employer input and teach entrepreneurial skills to students.

In the 9-month locksmithing program, students learn how to service and repair residential and commercial locks (both manual and electric), set up master key systems, install locks, cut keys, and open safes without the combination. At the end of the program, they take proficiency tests to become certified registered locksmiths. Boston is a top-paying metropolitan area for

locksmiths, with an hourly average wage of \$26.04. Many working locksmiths also have access to benefits.

In carpentry, young people learn how to construct and renovate residential and commercial buildings, inside and out. In the shop, they learn the use of tools and machines, safety standards, and construction principles while working on small projects (such as cutting boards and nightstands) and standing structures. The carpentry students also work as a team to erect barns, sheds, and other structures at off-site locations throughout Greater Boston. Upon graduating their 9-month program, students often enter the labor market as carpenter assistants, jobs which can lead to positions as carpenters or lead carpenters. Carpenters in the Boston metro area typically earn benefits and make an average hourly wage of \$29.74.

100%
*graduation rate
among 10 enrollees*

75%
job placement rate

\$17.83
*average hourly wage
on placement*

FEATURED PROGRAM: ASIAN AMERICAN CIVIC ASSOCIATION UTILIZING LANGUAGE SKILLS

In their quest to succeed, many immigrants face major job hurdles – from unfamiliarity with the American workplace to limited English proficiency. Through its Careers in Finance and Banking program, the Asian American Civic Association (AACA) is helping these job-seekers turn their language abilities into a workforce asset.

The retail banking industry is increasingly in need of bilingual employees. As banks seek new customers among immigrants, who are less likely to have a bank account, bilingual employees play a key role in outreach and customer service. In 2015 Bank of America, for example, posted more bilingual job listings nationally and in Massachusetts than any other employer.

The NJT-funded Careers in Finance and Banking program is rising to this demand by training participants, many of them non-native English speakers, for entry-level branch positions in retail banking. As part of a 15-week curriculum designed with input from over 10 retail banks, job-seekers learn about currency-handling standards, banking regulations, forms of identification, and bank security, as well as

customer service, workplace communication, and computer skills. The program's employer partners also conduct industry workshops and offer tours of their branch facilities.

Graduates are placed in jobs as tellers or customer service representatives – at pay above the living wage, on average – and have historically showed staying power. In the previous three cycles of the program, 79% of placed graduates retained their job for at least two years. The robust growth of the state's banking industry, projected to expand 30% from 2010 to 2020, suggests ample opportunities for advancement.

78%

*graduation rate
among 9 enrollees*

71%

job placement rate

\$14.67

*average hourly wage
on placement*





PARTICIPANT PROFILE

Brenda immigrated to the United States in hopes of giving her children a better life. But she arrived to a bleak job outlook. Although she had experience as a general practitioner helping pregnant women in rural Honduras, her English was limited. "I cannot work at Dunkin Donuts," she said. "I need to help people."

Fortunately, she heard of the CNA training program at JVS, where she was able to improve her medical and conversational English skills. After graduating from the program, Brenda acquired a full-time position as a CNA at Laurel Ridge Nursing Home in Jamaica Plain, earning \$13 per hour.

FEATURED PROGRAM: JEWISH VOCATIONAL SERVICE MEETING HEALTHCARE DEMAND

As a career services hub with a 75-year history, Jewish Vocational Service (JVS) has developed an extensive network of employer relationships. When JVS heard that local healthcare agencies were in dire need of quality certified nursing assistants (CNAs), the organization sprang into action.

In 2010 JVS created Caring for our Seniors: A CNA Training Program in direct response to high CNA turnover at area nursing facilities and home health aide agencies. These employers reported that many CNAs graduating out of 4-week certification programs lacked the necessary language and customer service skills to work with elderly clients.

JVS' 14-week NJT-funded program prepares low-income residents – particularly non-native English speakers, TANF recipients, and the recently homeless – for the rigors of CNA employment. In the first 10 weeks, participants focus on customer service, English fluency, medical terminology, anatomy, and best practices in long-term caregiving and eldercare. They then advance to a 3-week certification program at Academy for Healthcare Training and con-

clude their training with a 1-week clinical practicum at a long-term eldercare facility. JVS covers the cost of participants' testing fees and uniforms. The program's employer partners agree to interview and/or hire graduates for vacancies at their facilities.

Graduates enter a labor market eager for their skills. As the Baby Boomer population ages, the demand for home health aides is steadily increasing. From 2010 to 2020, the state's demand for home health aides is projected to grow by 54%. These jobs start at \$12-16 per hour on average. With additional schooling, CNAs can build on their experience and work toward ever better-paying, in-demand positions as licensed practical nurses (LPNs) or registered nurses (RNs).

90%

graduation rate among 10 enrollees

67%

job placement rate

\$13.97

average hourly wage on placement

SPECIAL PROJECTS

NJT-funded special projects aim to make long-range impacts in the city's adult literacy, English proficiency, and college-going rates. Ultimately, gains in these areas can help low-income residents gain a foothold on career ladders to economic security.

Boston Housing Authority's Charlestown Adult Education

For many residents living in Boston Housing Authority (BHA) housing in Charlestown, the path to a good job starts with English education. BHA provides residents with three levels of ESOL, plus pre-HiSET and HiSET classes, thanks to \$100,000 in NJT money and another \$130,000 in leveraged funds. In FY17, 85% of BHA's ESOL students successfully graduated. Approximately 20 students moved on from ESOL to adult education, while five earned their HiSET (high school equivalency) credential. With such a steady stream of graduates from these foundational classes, BHA is able to expand its next-level offerings: a home health aide and hospitality job training program, advanced ESOL classes, and adult education. In the past year, BHA has assisted over 50 students with resume building and job placement and helped train approximately 45 in home health aide and hospitality, 19 in administrative assistance, and five in culinary arts. Approximately 32 students secured jobs through Charlestown Works, the program's on-site career center.

English for New Bostonians

The NJT grant of \$275,000 enabled English for News Bostonians to leverage an addi-

tional \$1,265,130 from philanthropic, corporate, individual and other government sources to support English language instruction for 1,180 immigrants. These English services were customized to meet the specific language needs of different groups in the city. For example, English for New Bostonians' funded programs served:

- 21 small business owners and employees seeking to improve their workplace English and marketing skills
- 34 professionals seeking to re-enter fields for which they trained in their native countries
- 183 students participating in rigorous industry-oriented programs

Approximately 150 students per month also took advantage of tutoring services that included mock job interviews and resume preparation. Among all students, 320 attained a new or better job with increased pay or benefits. In addition, 53 students transitioned to further education to build their careers.

SkillWorks

A \$350,000 grant from NJT helped SkillWorks leverage an additional \$875,000 to support its crucial workforce development efforts:





job training partnerships, youth programs, upskilling for incumbent workers, and regular gatherings of Boston's local healthcare and tech employers to discuss labor needs. Over half of graduates have been placed in jobs to date with an average hourly placement rate of \$16.34. That's approximately three dollars more per hour – a 22% increase – from participants' average wage at the start of training. Additionally, SkillWorks has supported career navigation opportunities for young people, including over 300 youth in work readiness programs and over 100 youth in pre-college training and/or college completion coaching programs.

Tuition-Free Community College Plan

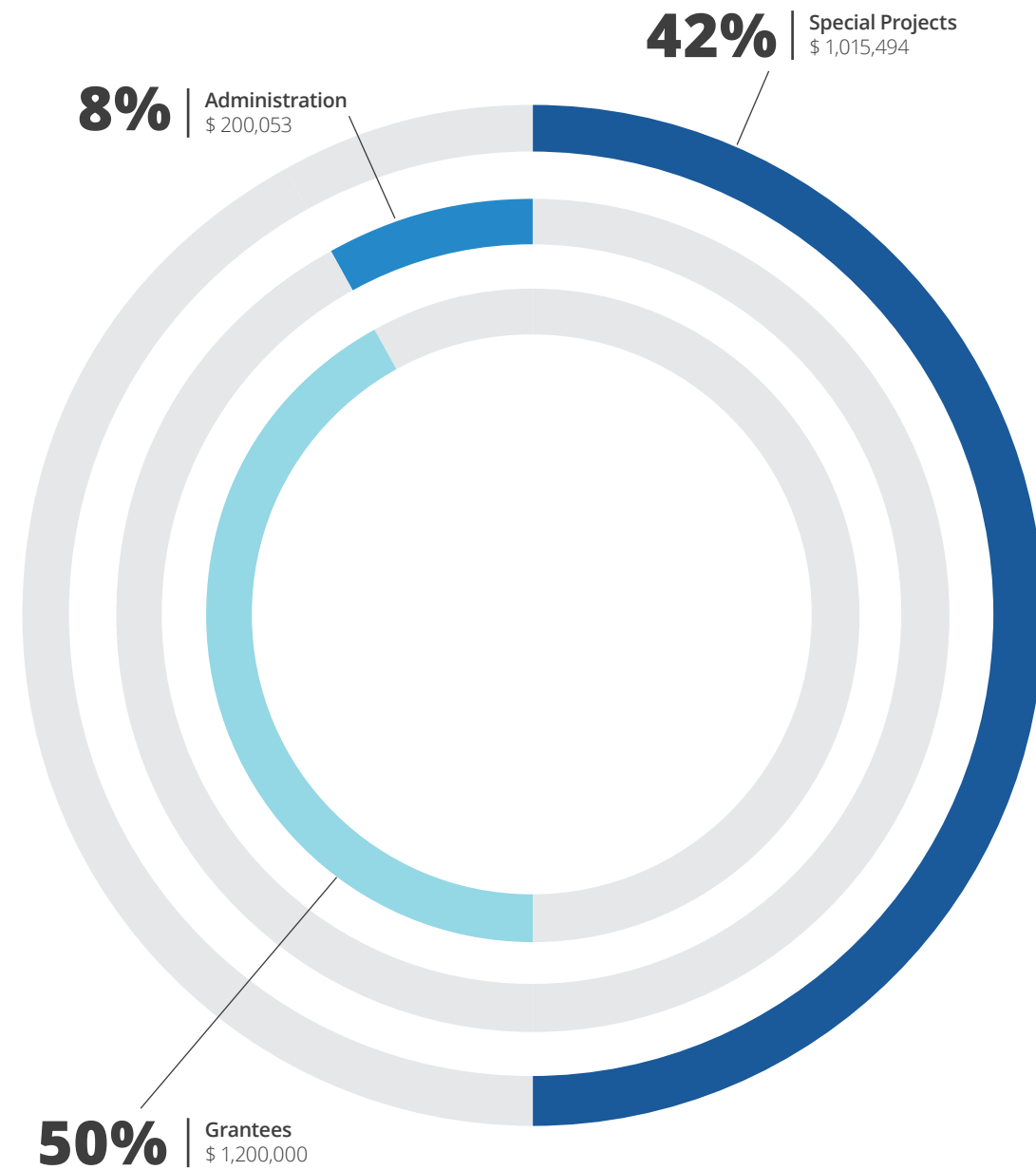
Mayor Martin J. Walsh launched the Tuition-Free Community College Plan in June 2016 to help more residents both afford and complete college. The plan pays for up to three years of tuition and mandatory fees for income-eligible Boston high school graduates who plan to attend Bunker Hill Community College, MassBay Community College or Roxbury Community College. Students are also paired with a Success Boston coach to help them navigate the chal-

lenges of higher education. In its first year, the plan supported 52 students with their college costs, including tuition and mandatory fees not covered by the Pell Grant and school-related expenses. Among the initial cohort, 65% successfully completed their first year and are returning for their second. Despite their economic challenges, they achieved a higher one-year retention rate than the national (49%) and state (59%) averages at community colleges.

Individual Training Accounts

Each year, the federal Workforce Innovation & Opportunity Act (WIOA) provides funding for job training vouchers for low-income job-seekers and workers affected by layoffs or company closures. The vouchers, called Individual Training Accounts (ITAs), are administered through Boston's one-stop career centers and allow job-seekers the freedom to choose the training that best fits their needs. In FY17, NJT offset a 19% reduction in Boston's WIOA voucher funds by subsidizing 35 additional vouchers to ensure demand was met. Among the voucher recipients, 75% completed their training.

FINANCIALS



ACKNOWLEDGEMENTS

Thank you to our NJT partners and to the designated staff at the Treasury Department and at the Mayor's Office of Workforce Development.





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