



Mayor's Office of
**WORKFORCE
DEVELOPMENT**

ANNUAL REPORT

TAKING ACTION FOR ECONOMIC EQUALITY
FISCAL YEAR 2017 (JULY 1, 2016 – JUNE 30, 2017)

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Dear Friends:

I am pleased to share with you the enclosed report, **Taking Action for Economic Equality**, the FY 2017 Annual Report of the Mayor's Office of Workforce Development (OWD). OWD's efforts to train Bostonians for good jobs with living wages, and empower them with credit and wealth-building tools, is making an enormous difference in the lives of thousands of Bostonians. I invite you to learn more about their work.

When I first became Mayor, I promised to work to expand opportunity so it reaches every person in every corner of our city. That means investing in innovative approaches to create jobs and spur economic development. We created an Economic Development cabinet to unify and strengthen our job-creating policies. OWD, led by Trinh Nguyen and her staff, provides a crucial piece of this work by helping Bostonians train for and access these jobs.

At a time when traditional workforce development funding sources are shrinking, it's essential we develop new and innovative ways to finance and deliver job training. We must also continue to build and strengthen our partnerships with community colleges, community-based organizations, training providers, and employers. I am grateful for the leadership of OWD and their commitment to advancing economic equality in the City of Boston. I hope you will join them by supporting their collaborative and creative efforts to provide the necessary education, job training and financial tools that allow all City residents to fully participate and succeed in our economy.

Sincerely,

Martin J. Walsh
Mayor of Boston

Dear Colleagues:

Under Mayor Walsh's leadership, our City is working to ensure that residents access quality jobs and career paths through education and competitive workforce training aligned with employers' needs. The FY 2017 Annual Report of the Mayor's Office of Workforce Development (OWD), **Taking Action for Economic Equality**, summarizes our accomplishments of the past fiscal year to help ensure that all Boston residents fully participate in our strong local economy.

Given limited resources, it is our responsibility to fully research successful best practices to build on the successes of our partners in the most cost-effective way. We strive to be more creative in our collaborations, and come up with new and innovative ways to support the community-based organizations that are critical to our success. As this report shows, OWD is addressing income inequality from many angles, including early literacy, adult education, apprenticeship, and financial coaching and asset development. The evidence is clear that credit-building and financial education can help workers lay a solid foundation for upward financial mobility.

This annual report provides a mere snapshot of the impact that our office has had during the past fiscal year. While we have accomplished much, there is more work ahead of us. I want to thank all of our collaborating partners, and in particular Mayor Walsh and my staff, for their efforts to keep expanding economic opportunity for Boston residents. I hope that you will continue to partner with us and share in our important mission of making Boston a more inclusive city. Thank you for your continued commitment.

Sincerely,

Trinh Nguyen
Director, Office of Workforce Development





INTRODUCTION

Opportunity doesn't just come knocking of itself. The chance to develop one's skills and apply them in a quality job with family-sustaining wages is a precious good. It requires the work of the individual, and often educators, trainers, unions, employers, and the city that unites them.

The Mayor's Office of Workforce Development (OWD) works on multiple fronts to keep expanding economic opportunity for Boston residents. OWD continues to push the envelope on equality by:

- Innovating new pilot programs
- Researching best practices
- Collaborating with partners
- Supporting community-based organizations
- Leading successful programs

Doing these things well requires staying on top of labor market trends and taking proactive steps to turn dollars, innovative thinking and community partnerships into viable career pathways for Boston's talent pool. Economic inclusion not only changes the lives of individual residents; it reveals untapped reservoirs of worker potential in the city. This is why OWD takes concerted action every day to advance economic equality in the City of Boston. In the following pages, we invite you to learn more about our work in Fiscal Year 2017 and the gains secured for Boston residents.



IN FISCAL YEAR 2017 OWD DEVOTED MORE THAN
\$14M TO **90+**
COMMUNITY-BASED
ORGANIZATIONS
THAT SERVE ON THE
FRONT LINES OF THE CITY'S WORKFORCE
DEVELOPMENT EFFORTS*

* Includes workforce development community benefits, Community Development Block Grant, and Neighborhood Jobs Trust funds, which are not captured in FY17 Financials



INNOVATOR PROFILE:

TANEKA DEGRACE

A student adviser at Madison Park Technical Vocational High School, Taneka DeGrace is a tenacious advocate for young people's college aspirations. She guides students through the college application process, helps them take advantage of dual enrollments, and follows up every step of the way.

This past year, DeGrace took on an even larger role for Boston's college aspirants, helping to shape the Tuition-Free Community College (TFCC) Plan as part of the TFCC planning committee. DeGrace advocated for the inclusion of students who had lower than a 2.5 GPA and required developmental classes because these were the students coming into her office, she said, who most needed the support.

"Because of the plan, I think we're going to have more kids staying in and graduating college," DeGrace said. "They're getting help they wouldn't have had before." Thanks to her energetic recruiting, over 30% of TFCC's first-year cohort hails from Madison Park.

INNOVATE.

Boston's reputation as an innovation hub doesn't stop with its labs and startups. A challenge as complex as economic inequality also calls for creative solutions. Over the past year, OWD and its partners have launched three new initiatives to spur long-term economic mobility.

TUITION-FREE COMMUNITY COLLEGE

The Tuition-Free Community College (TFCC) Plan has changed the landscape of educational possibility in the City of Boston. Thanks to this initiative, many low- and moderate-income graduates of Boston high schools can now attend up to three years of community college free of tuition or mandatory fees.

Recognizing that college completion is at least as important as affordability, the plan also matches students with coaches from Success Boston – an evidence-based college completion initiative – to help them navigate the challenges of higher education. Despite mostly coming from lower-income households, TFCC students have so far achieved a higher one-year retention rate than the national (49%) and state (59%) averages at community colleges. Among the plan's first-year cohort of 52 students, 65% have successfully completed their first year and returned for their second year at the same institution.

Since its announcement in Spring 2016, the TFCC Plan has continually evolved to meet community need. With educator input, the plan's initial eligibility requirements expanded to include students with a 2.0 GPA who required up to three developmental classes. In December, the number of participating community colleges grew from two (Bunker Hill Community College and Roxbury Community College) to three (MassBay Community College). And in May, Mayor Martin Walsh and Governor Charlie Baker announced the Boston Bridge, a collaboration of the TFCC Plan and the state's Commonwealth Commitment program. Thanks to state and city funds, the Boston Bridge allows eligible TFCC students who have completed their associate degrees to transfer to any four-year Massachusetts state university, also free of tuition or mandatory fees. As part of the collaboration, TFCC eligibility expanded once again to include graduates of Boston's private and charter high schools.



65%

**RETENTION RATE OF TCCC STUDENTS
COMPARED TO 59% STATEWIDE AND
49% NATIONWIDE**

BOSTON SAVES

A partnership of the Mayor’s Office of Financial Empowerment (p.20), ReadBoston (p.23), and other city agencies, Boston Saves is a children’s savings account program that helps Boston families save for their children’s college or career training. Boston Saves provides each participating kindergartner with an account automatically seeded with \$50. Using an on-line platform, families can earn financial incentives for consistent saving and track all their savings for their child in one place. Participating schools host family events and classroom activities to promote saving as a fun, community-wide effort.

In the first year of its 3-year pilot, Boston Saves has served as a national model for its family engagement strategy and newly created on-line platform, and was awarded key grants from the Boston Foundation and the National League of Cities to support its growth. Boston Saves will begin expansion to all Boston’s public school K2 kindergarten classes in Fall 2019.

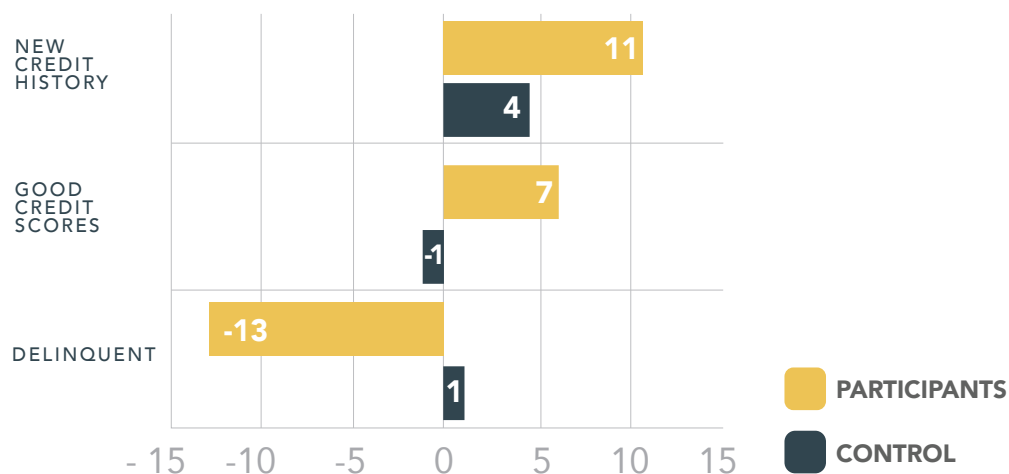
YOUTH CREDIT BUILDING INITIATIVE

In March 2016, the Mayor’s Office of Financial Empowerment (p.20) launched the Youth Credit Building Initiative, a credit building program that introduced young adults(18-28) to the value of credit and helped them to improve their credit scores. The initiative, thought to be the first of its kind in the nation, provided 150 participants with free credit workshops, one-on-one financial coaching for a year, and access to a secured loan and savings product specifically designed to build credit.

Just six months into the initiative, participants were found to have made significant progress, especially as compared to a randomized control group. Participants showed improved credit history, higher credit scores, and less payment delinquency. Specifically:

- The share that established new credit histories grew by 11 percentage points
- The share with good credit scores (>660) increased by 7 percentage points
- Delinquency declined by 13 percentage points

PERCENTAGE POINT CHANGE TREATMENT VS. CONTROL



RESEARCH.

Developing opportunity for Boston workers requires a detailed understanding of on-the-ground realities. To that end, OWD supports research that gathers crucial data on the local workforce landscape and on economic interventions that yield results.

CAREER PATHWAYS

OWD partnered with UMass-Boston’s Center for Social Policy to examine the potential of three local industries to provide pathways to family-sustaining careers for entry-level workers. The resultant study, “Career Pathways to Quality Jobs in Construction, Hospitality, and Healthcare,” paints detailed profiles of Boston’s construction, hospitality, and healthcare fields. This wealth of sector-specific data – on industry growth, productive career entry points, average wages, union and employer engagement, paths of promotion, and job training opportunities – lays a solid groundwork for OWD strategy in these areas. Sector strategies, which take the big picture of a hiring landscape into account, are shown to be particularly effective at boosting employment, pay, and benefits for workers.¹

SUMMER YOUTH EMPLOYMENT PROGRAM

Every year, the Boston summer youth employment program employs over 10,000 young people, ages 14-24, with roughly 900 local employers. In light of declining youth employment nationwide, the program fills an immediate need by providing

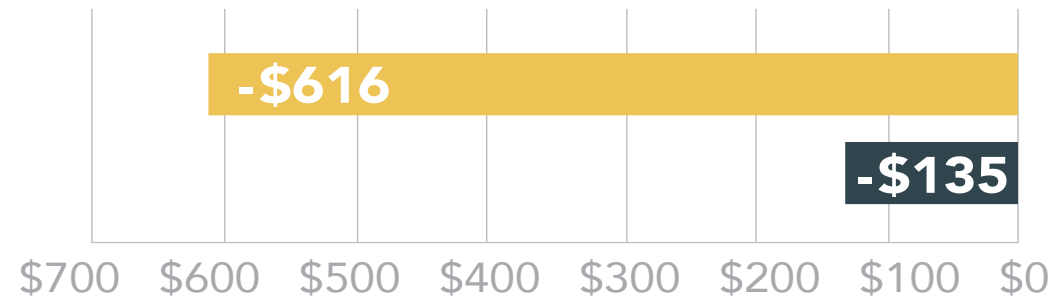
young people with crucial early-life work experience. But what are the other impacts? And can they be enhanced?

OWD collaborated with Alicia Sasser Modestino of Northeastern University’s Dukakis Center for Urban and Regional Policy to collect the necessary data to find out. After analyzing the results of pre-and post-program surveys, Modestino found that a significant portion of participants – as compared to a control group – reported increased job preparedness, academic aspirations, and connections to their community. The share of participants reporting they had prepared a resume and cover letter also grew (by 29 and 20 percentage points, respectively). The sharpest gains in many of these areas were found for African-American males.

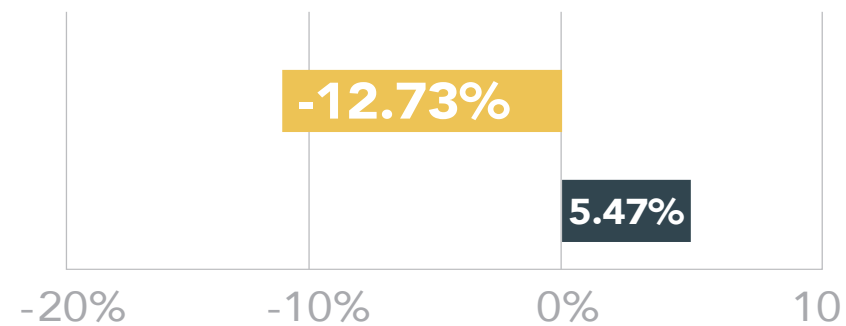
Modestino followed up on this initial study by collecting long-term administrative data on the initial survey respondents. Among her most significant findings: **Participation in Boston’s summer youth employment program correlated with a 35% reduction in violent crime arraignments and a 57% decrease in property crime arraignments over the course of the 17 months following the program.**

¹ S. Maguire, J. Freely, C. Clymer, M. Conway, and D. Schwartz, *Tuning in to Local Labor Markets: Findings from the Sectoral Employment Study (Public/Private Ventures, July 2010)*, <http://ppv.issueelab.org/resources/5101/5101.pdf>

CHANGE IN INSTALLMENT DEBT AFTER 2 MONTHS TREATMENT VS. CONTROL



CHANGE IN CREDIT CARD DEBT FOR THOSE WITH SUBSTANTIAL DEBT TREATMENT VS. CONTROL



This suggests the program didn't merely keep kids out of trouble by occupying their time, but made some deeper impact. In future phases of the study, Modestino will analyze different features of the summer youth employment program to determine which contribute to these documented outcomes.

FINANCIAL CHECK-UPS

As part of free tax preparation services provided by the Boston Tax Help Coalition (p.20), many taxpayers have the opportunity to receive a free Financial Check-Up (FCU). In an FCU, a taxpayer can review their credit score and receive personalized credit-building recommendations from a trained financial guide. A randomized, controlled trial of hundreds of Boston taxpayers found that the FCU resulted in decreased debt, improved credit scores, and greater financial optimism.

The study, "Wealth Building at Tax Time: Boston's Financial Check-Up as an Economic Mobility Tool," found that taxpayers who participated in the FCU:

- Improved their FICO credit scores by an average of 15.51 points within one year
- Reduced their installment debt by \$487.50 more than the control group, within just two months
- Reported feeling "somewhat" or "very" hopeful about their financial well-being (89%)

Additionally, the FCU was found to be particularly useful in addressing economic disparities:

- Taxpayers from financially pressed groups – including public housing residents, parents, women, and people of color – lowered their credit card debt more than the control group.
- Taxpayers with substantial credit card debt reduced that debt by 12.73% on average, while the control group increased theirs by 5.47%.



PARTNERSHIP PROFILE:

CAREERSOLUTION & ROSEV DAIRY FOODS

When Revolution Foods signed a 3-year contract with the City of Boston to provide lunches to over 80 Boston Public Schools, the company needed new workers and needed them fast. So, too, did its distributor, Chelsea-based Rosev Dairy Foods.

Fortunately, the city's First Source Hiring Agreement required the companies to notify a one-stop career center or referral agency of their open positions. That's how Rosev Vice President Stephen Jamgochian discovered CareerSolution, which immediately offered its services. "They were concerned about our needs, trying to place the right people into the right slots," Jamgochian said.

CareerSolution jumped into action and within two weeks had organized, advertised, and held a large-scale recruitment event for Revolution Foods and Rosev Dairy Foods. Most of the attendees had received some preparation from CareerSolution – such as job coaching, resume assistance or interview skills training – and Rosev Dairy Foods was able to hire candidates on the spot.

"It was nice to get there and have a pool of people ready to work," Jamgochian said. Rosev Dairy Foods hired eight truck drivers, all Boston residents, at starting wages of at least \$20 per hour.

COLLABORATE.

The Mayor's Office of Workforce Development is one part of Boston's larger workforce development ecosystem, which includes job training programs, employers, state and federal agencies, schools, and other community partners. OWD works with these groups to align efforts and capitalize on each contributor's connections, resources, and expertise.

CAREER CENTERS

OWD and the Boston Private Industry Council (PIC) work together to fulfill federally mandated oversight roles (as fiscal and chartering agent, respectively) for Boston's one-stop career centers. Boston's two career centers – Boston Career Link and CareerSolution – in turn provide job-seekers with employment services, career counseling, access to education and training, and connections to other public and non-profit support services. The centers also work with businesses to meet workforce needs by matching them with job-seekers and informing them of hiring incentives and training subsidies. In the most recent year for complete verified data, **59% of job-seekers obtained employment** within the first quarter of exit, based on wage record matching. Of those job-seekers that reported obtaining a job, their **average wage was \$21.36 per hour.**

The career centers have also succeeded in helping particularly challenged populations, due in part to their strong partnerships.

For example:

- **Returning Citizens.** A successful transition from incarceration to broader society is often dependent on one's ability to acquire a job. Boston Career Link, in cooperation with the state Department of Corrections (DOC) and Executive Office of Labor and Workforce Development, organized a program to help citizens returning from incarceration secure employment after their release. Boston Career Link and DOC staff worked together to provide a supportive transition to career center services for these individuals. As a result, 59 returning citizens found new employment.

CAREER CENTER OUTCOMES FY16 TO FY17

	FY16	FY17	PERCENT CHANGE
CUSTOMERS SERVED	15, 661	15, 556	- 0.67%
ENTERED EMPLOYMENT	2,098	2,237	6.63%
EMPLOYERS SERVED	380	754	98.42%
AVERAGE WAGE	\$18.88	\$21.36	13.14%

• **Long-term Unemployed.** The longer a person is unemployed, the more difficult it is to rejoin the workforce. However, there is cause for hope. In 2013, a Massachusetts Institute of Technology study found that with career coaching, 30% of long-term unemployed job-seekers were able to gain employment of at least 4 months (as compared to 18% for those without coaching).² In response, the Commonwealth of Massachusetts developed Mass Talent Connect, a coordinated strategy to help the state's long-term unemployed. As a Mass Talent Connect partner, CareerSolution developed a special six-week job search group called HIRE Opportunity and trained staff in addressing the emotional toll of clients' long-term unemployment. CareerSolution's program achieved a 44% employment rate, making it a statewide leader in getting the long-time unemployed back to work.

GREATER BOSTON AMERICAN APPRENTICESHIP INITIATIVE (GBAAI)

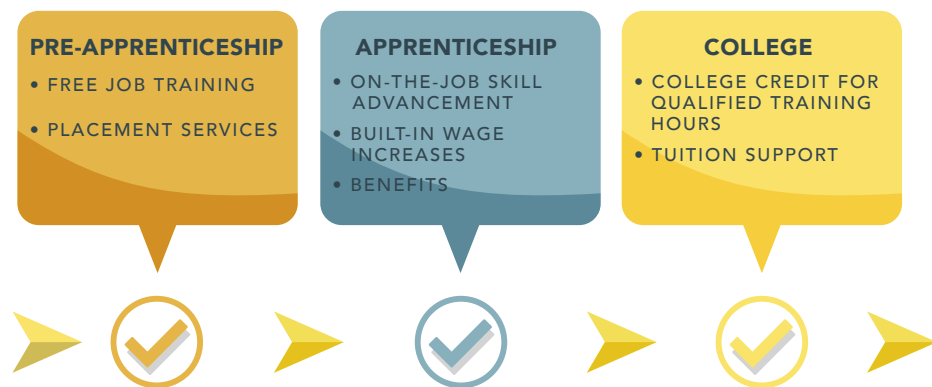
The Greater Boston American Apprenticeship Initiative (GBAAI) creates apprenticeship opportunities with paths to long-term careers in Boston's growing hospitality and construction

industries. GBAAI brings together a number of crucial players to achieve this common goal:

- **Training programs** BEST Hospitality Training Center, Building Pathways, and Youth Build Boston provide participants with industry-specific pre-apprenticeship instruction.
- **Employers** partner with training programs to offer site visits and recruit among graduates.
- **Unions** supply on-the-job apprenticeship training that includes built-in wage increases for skills advancement.
- **Higher education institutions** Bunker Hill Community College and Wentworth Institute of Technology offer college credit for qualified training hours.

In its second year, GBAAI enrolled 55 individuals in pre-apprenticeship training (38 in building trades and 17 in hospitality) and achieved a pre-apprenticeship completion rate of 95%. Of the 55 participants enrolled, 25% were women and 84% were people of color. OWD expects that 85% of graduates will be placed in apprenticeship. GBAAI continues to facili-

**GBAAI
ADVANCEMENT
MODEL**



²Swasey, Benjamin. "Amid Long-Term Unemployment Crisis, MIT Project Lifts Job Seekers." WBUR. <http://www.wbur.org/news/2014/06/09/long-term-unemployed-mit-mass>



SUCCESS PROFILE:

MYKELSY CHARLES

Establishing an articulation agreement is no simple task. In the case of BEST Hospitality Training Center and Bunker Hill Community College, it took many months of work through GBAAI to verify that the center's 6-week pre-apprenticeship training program matched the college's standards for credit completion. But the partnership, once finalized, has made magical opportunities for apprentices like Mykelsy Charles.

For a half-dozen years, Charles had fought her way toward a college degree, taking classes when she could while juggling work and family responsibilities. By the time she enrolled in hospitality pre-apprenticeship training through GBAAI, she had given up hopes for a degree.

"I told myself, 'School is not for me. I'm trying so hard, but I don't even know what I'm progressing on.' I felt like I was failing myself," she said. When she learned she would earn 12 credits for her pre-apprenticeship training, though, she realized, "That's my shot right there to motivate myself to finish."

Now Charles is attending Bunker Hill Community College full-time, on track to finish her associate degree in hospitality management within a year. As an eligible apprentice, she also receives full tuition support through GBAAI. "I feel like everything has been answered," she said. "I feel like it's just a miracle."

tate new partnerships that strengthen and expand the program. Over the past year:

- YouthBuild Boston has partnered with Wentworth Institute of Technology to develop training for a new apprenticeship in smart building technology. The field is expected to grow by 5-8% over the next 6 years and encompasses such jobs as healthy home evaluators, energy auditors, and envelope professionals.
- As part of the Boston Special Education Transition Project, GBAAI is working with Boston's sheet metal workers' and carpenters' unions to pursue a curriculum that's more accessible to apprentices with learning disabilities.

SKILLWORKS' IT/TECH INITIATIVE

OWD often collaborates with partners on sector strategies that prime workers for growing industries. By focusing on sectors as a whole, these strategies are able to coordinate a comprehensive response to fit many workers to industry needs. One such strategy this year has been SkillWorks' IT/Tech Initiative. OWD committed \$500,000 of the city's \$1 million investment in the initiative, which aims to diversify Boston's rapidly growing IT sector by increasing access for underrepresented youth and adults. The initiative approaches this challenge from both ends of the continuum: 1) Helping students and job-seekers develop their IT skills and 2) Introducing employers to nontraditional talent pipelines.

These efforts include:

- **IT/Tech Industry Consortium**, an employer-led partnership that meets to pinpoint the industry's hiring and skills needs
- **Hack.Diversity**, an internship program that promotes diversity by connecting tech hiring managers to career centers at urban postsecondary institutions
- **Bridge to College and Career**, a partnership that allows students to complete a free 23-week math and computer skills class at JVS to prepare them for the Health Information Technology certificate program at Bunker Hill Community College

SUPPORT.

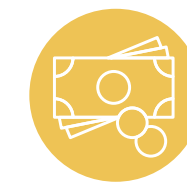
Boston's community-based organizations are on the front lines of the city's workforce development efforts. Client by client, they are doing the face-to-face work of helping individuals, families and neighborhoods gain economic traction. OWD supports these organizations with federal, state, city, and private funding; monitors their success; and acts as a resource to respond to program needs.

JOB TRAINING PROGRAMS

With the help of job training, underutilized workers can develop into skilled technicians essential to Boston's economy. Appropriately, the city's Neighborhood Jobs Trust (NJT) re-invests the city's growth back into workforce development. The trust, under OWD's stewardship, collects linkage fees from large-scale commercial developments to fund jobs and job training for Boston residents. Last year, 17 NJT-funded grantees trained 270 residents in fields ranging from healthcare administration to banking/finance to carpentry and locksmithing. Upon job placement, graduates from these programs earned an average wage of \$15.23 per hour with 72% gaining employer-sponsored benefits, as well.

YOUTH PROGRAMS

Many of the challenges facing adult job-seekers – such as limited educational attainment, English fluency, or job readiness – can be addressed pro-actively much earlier in youth. In FY17 OWD supported the education and skills development of 1,895 of Boston's young people, ages 14-24, through specially designated youth grants. These include the YouthWorks-funded placement of 1,615 youth with 296 local employers. Youth organizations Action for Boston Community Development (ABCD), Boston Centers for Youth & Families (BCYF), Boston Private Industry Council (PIC) and YOU Boston coordinated youth and employers to make this crucial early-life work experience possible.



**UPON JOB PLACEMENT
GRADUATES FROM NJT GRANTEE PROGRAMS
EARNED AN AVERAGE WAGE OF
\$15.23 PER HOUR
WITH 72% GAINING
EMPLOYER-SPONSORED BENEFITS**



SUCCESS PROFILE:

MARGARETTE JACOB

In early adulthood, Margarette Jacob had in many ways lived her dream – graduating college, building a career in broadcast radio, and working at stations in multiple states. But when she returned to Massachusetts to care for her ailing mother, things soon began to fall apart. She resigned from a 7-year stint in an entry-level customer service job to try selling life insurance instead. In her first year, she wasn't able to build a client base quickly enough to cover the costs of her car, which her job required. "I drained my retirement account, drained everything I had," said Jacob, now 49.

By the time she came to YMCA Training Inc., a program funded by the Neighborhood Jobs Trust, she had been out of work for the better part of a year. In the program, Jacob picked up new tricks in Microsoft Office and Excel and more importantly, learned the basics of behavior-based interviewing: "There was a new language out there and I wasn't speaking it," she said.

After YMCA Training Inc. connected her with an interview at BMC HealthNet Plan, Jacob got a job as a customer care representative starting at \$16.35 per hour. In just one year, Jacob has been promoted, earned three raises, and been chosen for a selective company mentorship program. She now earns over \$19 per hour, receives full benefits, and is using her company's tuition reimbursement program to work on a master's degree in cybersecurity. "This is such the perfect place for me. I want to grow at the company and build a career with them," she said. "I'm very happy."

Among another 280 young people enrolled in federally and municipally funded alternative education and training programs at nonprofits across the city:

- **106** gained employment
- **66** earned their high school diploma or passed their HiSET equivalency exam
- **41** went on to pursue post-secondary education or training

NEIGHBORHOOD-FOCUSED PROGRAMS

Community benefits money, negotiated between a developer and the Boston Planning & Development Agency (BPDA), is earmarked for the benefit of a neighborhood affected by new development. OWD and the BPDA distribute these funds through an open request for proposals (RFP) process. In FY17, the BPDA and OWD disbursed \$244,515 in workforce development community benefits funds to 20 organizations in neighborhoods impacted by development. In Allston, for example, community benefits helped fund a computer lab and computer literacy programming at the Brazilian Worker Center. In Fenway, Project Place structured employment opportunities for homeless clients to beautify outdoor spaces. And in the South End, Inquilinos Boricuas en Acción was able to engage the area's low-income adolescents in leadership and civic engagement programs.

The past year also marked the conclusion of a five-year, federally funded project to improve the quality of life in Boston's Quincy Corridor, a Roxbury/Dorchester neighborhood that includes the Quincy Heights public housing

development. OWD managed \$3 million of the \$20 million Choice grant to support early childhood literacy, after school programming, trauma services, adult education, and workforce development in the area. By the end of the grant, 100 out of 129 households in the Quincy Heights public housing development were receiving individualized case manage-

ANTI-POVERTY PROGRAMS

The Community Development Block Grant (CDBG) is a powerful tool for helping youth and adults access the resources they need to move out of poverty. These include support services, education, and job training. Through the federal CDBG grant, OWD supported 52 local organizations that target poverty's multivarious roots. Each organization customizes its services to the distinct needs of the populations it serves. All told, CDBG-funded organizations served 4,155 Boston residents, including:

- **596** youth placed in jobs
- **315** youth who gained high school diplomas or passed the HiSET equivalency exam
- **681** adults placed in jobs
- **1,108** adults who accessed public benefits
- **34** homeless persons placed in housing
- **312** residents spared from eviction

EXAMPLES OF COMMUNITY DEVELOPMENT BLOCK GRANT-FUNDED ORGANIZATIONS AND THE POPULATIONS THEY SERVE

POPULATION	ORGANIZATIONS
Immigrant Communities	Catholic Charities International Institute of New England Irish International Immigrant Center Massachusetts Alliance of Portuguese Speakers Somali Development Center
People With Disabilities	Bay Cove Human Services DEAF Inc. MAB Community Services Partners for Youth with Disabilities
Homeless Persons	Crossroads Family Center St. Francis House
Court-Involved Youth	Ecumenical Social Action Committee Justice Resource Institute Roca
Single Mothers & Domestic Abuse Survivors	Casa Myrna Vazquez Economic Mobility Pathways Project Hope



PROGRAM PROFILE:

ARTISTS FOR HUMANITY

Artists for Humanity, a South Boston-based nonprofit, understands that if a young person's artistic talent is encouraged early and often, it can be cultivated into a vehicle for personal and professional growth—as well as a career. Boston's creative economy is projected to grow by 7% over the next 10 years, adding approximately 1,800 jobs.³

In its youth arts enterprise program, supported by a \$50,000 Community Development Block Grant and other leveraged funds, Artists for Humanity connects teens with mentors who work as professional artists and designers. They provide technical and interpersonal guidance as the teens work on commissioned pieces for outside clients as well as their own art projects for exhibition and sale. Their work spans graphic design, motion graphics, painting, photography, screen-printing, sculpture, video, and web design. Along the way, teens get to hone their business skills and take advantage of tutoring sessions, educational counseling, college prep workshops, and college field trips.

A survey of the 214 young people who participated in the program in FY17 found that the top three values they learned were responsibility, patience, and hard work. Those lessons translated into real-world results. One-hundred percent of the program's 29 seniors graduated from high school and all but one were accepted to college.

³ "Boston's Creative Economy: An Update." Boston Planning & Development Agency, April 2017.



SUCCESS PROFILE:

TROY YOUNG

When Troy Young came to the Bridges to Hospitality program, run by the Office for Financial Empowerment, he had a lot going for him. He'd been sober 13 years, was an active volunteer at his church, and had taken advantage of available social services. But he still faced a major challenge: He had been out of work for over a decade.

Bridges to Hospitality was designed exactly for people like Young, imparting the soft skills and basic math and literacy proficiency needed to transition into formalized job training. By the time Young graduated, he was ready for the rigors of 16-week culinary training at NECAT. "At Bridges, they really prepared us," Young said. "Our class didn't have to ask a lot of questions. We were already ahead of the game."

During a NECAT internship, Young showcased his skills for a supervisor at The Smoke Shop, a barbecue restaurant in Kendall Square. He was hired on the spot. Now Young makes \$13/hour as a line cook and is saving money to move out of the shelter where he lives. It's no pipe dream. Because now he has a job, an income, and – thanks to financial coaching during the Bridges program – a credit history.

LEAD.

The Mayor's Office of Workforce Development leads several divisions that provide direct services to the community. Each of these agencies represents a distinct piece of the economic mobility equation, from childhood and adult literacy to lifelong financial resource-building. Under OWD's leadership, these units make common cause to expand opportunity for all of Boston's residents.

MAYOR'S OFFICE OF FINANCIAL EMPOWERMENT

The Mayor's Office of Financial Empowerment (OFE) helps Boston residents plan for their financial futures by connecting them with access to capital, financial education, and financial services. For clients not currently in the workplace, it also assists with employment and career development strategy.

Working with its best known program, the Boston Tax Help Coalition, OFE administered Financial Check-Ups at 12 tax sites in FY17. In a Financial Check-Up, a financial guide provides a taxpayer with a personalized review of their credit report, along with customized recommendations for improving their credit score within the year. Preliminary research (p.8) shows that Financial Check-Ups can positively impact participants' credit. OFE also this year completed its Youth Credit Building Initiative (p.5), designed to help young people ages 18-28 avoid the pitfalls that could otherwise derail their credit well into their adult lives.

Additionally, the Mayor's Office of Financial Empowerment operates the Roxbury Center for Financial Empowerment, a financial opportunity center located in the heart of Dudley Square. The Center enrolls approximately 250 new clients each year for ongoing one-on-one financial and career coaching. In these ses-

sions, coaches work with clients on long-term budgeting, saving, and employment goals. Another 3,000+ residents use the Center for such resources as resume workshops, computer and fax machine access for job hunting, and a reference library. The Center also hosts the Bridge to Hospitality program, which prepares participants for job training in the hotel or culinary fields.

In FY17 OFE:

- Served over 6,000 individuals with wealth-building and employment services
- Administered more than 2,300 Financial Check-Ups

BOSTON TAX HELP COALITION

The Boston Tax Help Coalition has provided free tax preparation services to Boston residents for 16 years. This service has proven a powerful financial intervention, helping many workers who earn less than \$54,000 per year claim the Earned Income Tax Credit (EITC) and maximize their refunds, while simultaneously saving them the burdensome fees charged by many accounting agencies.

In FY17, the Coalition:

- Operated 37 community-based tax sites
- Served 13,392 taxpayers



- Helped taxpayers claim \$10.7 million in EITC dollars and \$26.8 million in refunds overall

This year, the Coalition focused on expanding services to Boston’s Brazilian and Haitian communities. Language barriers for many in these communities can leave them vulnerable to predatory financial practices and economic marginalization. The Coalition partnered with the Brazilian Women’s Group in Allston/Brighton and the Hyde Park branch of the Boston Public Library to better serve these groups with tax preparation, Individual Taxpayer Identification Number (ITIN) applications, and individualized credit building through the Financial Check-Up. The Boston Tax Help Coalition was able to provide this outreach with the help of its ambassadors, who speak Portuguese and Haitian Creole among six other languages.

BOSTON ADULT LITERACY INITIATIVE

The Boston Adult Literacy Initiative (ALI) is a consortium of 29 adult basic education programs in the city of Boston that provide basic literacy skills classes, high school equivalency exam preparation, college preparation, and English language classes to adult learners. In FY17, ALI programs served:

- 2,480 ESOL students
- 911 adult basic education students

This year, ALI debuted a user-friendly website that allows adult learners to find appropriate classes through an event calendar, a map of program sites and a detailed table of their offerings. ALI has also been working to establish stronger connections with job training and career services for its adult learners:

- **Career Navigator.** A new state-funded Career Navigator staff position was created to introduce career center customers to adult basic education providers and vice-versa. In FY17, the Career Navigator made 205 referrals between these two spheres to ensure that workers’ education gaps and career needs are mutually filled.
- **Technical Assistance Grants.** After a year spent gathering input from ALI programs, OWD released a request for proposals (RFP) for projects to help the programs better integrate workforce readiness with adult education. OWD awarded technical assistance grants to four ALI programs to support workforce integration projects in staff training, computer literacy programming, curriculum development, and data collection on employment outcomes.

YOUTH OPTIONS UNLIMITED BOSTON (YOU BOSTON)

YOU Boston empowers young people from court-involved or at-risk backgrounds to succeed in the workforce, in the community, and in their lives. The organization provides these youth with intensive case management and structured opportunities to progress from job readiness training to team community service projects to individual job placement.

YOU Boston also runs Operation Exit, a job training program geared towards formerly incarcerated 18-24-year-olds that prepares them for careers in building trades, culinary arts, web development, or municipal administration. The third building trades cycle of Operation Exit, run in Fall 2016, enrolled 19 participants. Of these,

100% graduated and 95% have been placed into union apprenticeships. Graduates currently earn \$20-25 per hour.

In FY17, YOU Boston:

- Served 530 youth
- Placed 236 in subsidized jobs (wages paid by YOU Boston or partner agency)
- Placed 94 in unsubsidized jobs (wages paid by employer)

READBOSTON

An individual's workforce potential is intimately tied with their success in school. Academic performance, in turn, is significantly influenced by early childhood literacy. This is the early access-point in which ReadBoston makes its impact, providing Boston children and their families with resources for reading success. During the school year, ReadBoston partners with Boston Public School elementary schools to create classroom lending libraries and reading rewards programs. In the summers, ReadBoston dispatches its Storymobile to every neighborhood in the city to engage children ages 3-8 with storytelling and free books.

ReadBoston also finds creative ways to make childhood literacy an active piece of the public landscape. Story strolls, for example, give adults and children the opportunity to enjoy a complete picture book together by walking from page to page, each posted in a different storefront. This year, ReadBoston premiered new story stroll routes on the Rose Fitzgerald Greenway and in Dorchester's Grove Hall neighborhood.

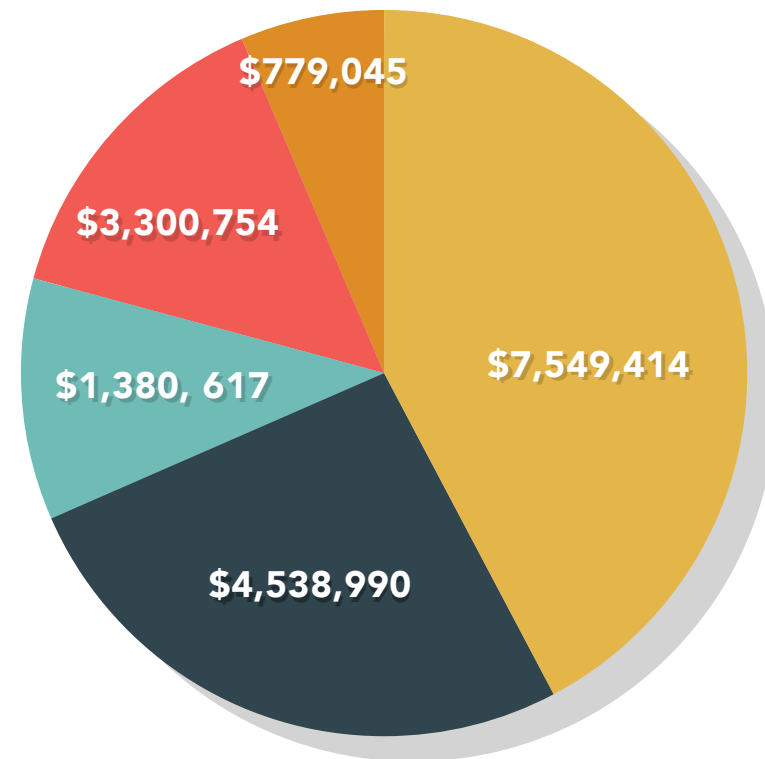
In FY17, ReadBoston:

- Dispensed nearly 40,000 new and gently used books
- Engaged 4,009 parents and educators in workshop, classroom and Storymobile programming
- Engaged 66,112 children in school-year and summertime literacy programs, including:
 - ~ 19,000 through the Storymobile
 - ~ 4,000 through the Read to Achieve program with the Boston Celtics
 - ~ 4,000 through the Read-a-Thon with Ringling Bros. Barnum & Bailey Circus



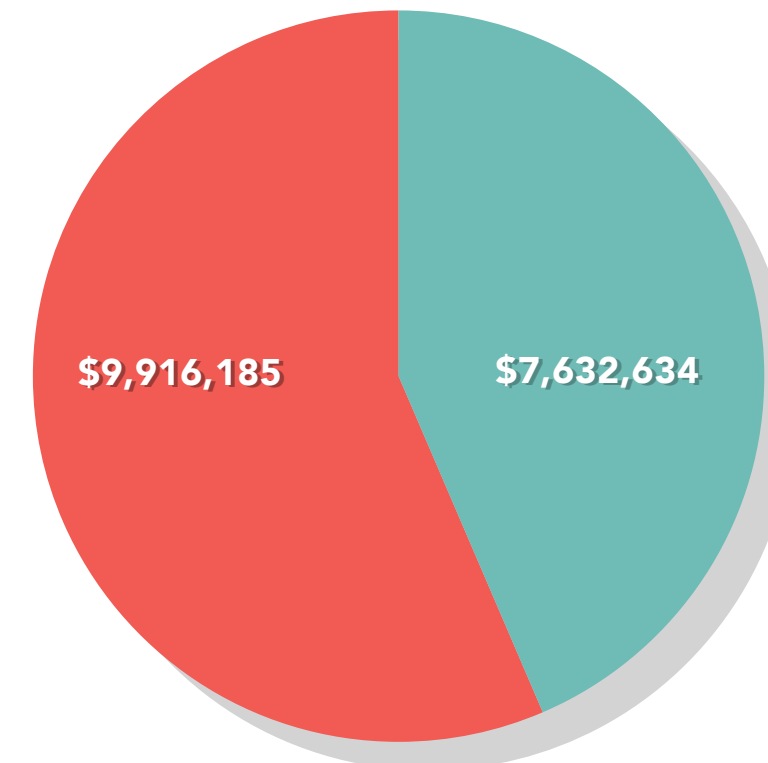
FINANCIALS

**OWD FY17
TOTAL REVENUE
\$17,548,819**



- FEDERAL
- STATE
- CITY
- EDIC
- DONATIONS

**OWD FY17 TOTAL
EXPENDITURES
\$17,548,819**



- OWD PROGRAMS
- GRANTS/CONTRACTS TO CBOs*

* Does not include disbursed funds from Neighborhood Jobs Trust (\$2M), Community Development Block Grants (\$2.275M), or workforce development community benefits (\$244,000)

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*...as well as the 424 volunteers who helped
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*If we unintentionally omitted a partner or
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Mayor's Office of
**WORKFORCE
DEVELOPMENT**



**boston planning &
development agency**