



NEIGHBORHOOD JOBS TRUST IMPACT REPORT

2014-2015





Dear Friends:

I am pleased to announce the release of the enclosed Boston's Neighborhood Jobs Trust Impact Report 2014-2015. As the report explains, the Neighborhood Jobs Trust (NJT) funds are used to help

low- and moderate-income Boston residents get the education, training and skills they need to compete for full-time, permanent jobs that pay a living wage.

While the Boston economy is doing very well, many City residents are facing difficult challenges that prevent them from taking advantage of many available job opportunities. Because the economy is doing well, employers now have job openings that remain unfilled. In a recent report issued by the Mayor's Office of Workforce Development (OWD) in partnership with the Boston Redevelopment Authority, data shows that more non-residents than residents are working in the highest-paying industry sectors. The Trustees are working to connect Boston residents with well-paying, permanent and quality jobs, and together with the OWD they have invested in programs that take an integrated approach, developing skills that could lead to job opportunities

in more than one business sector. I'm happy to report that over 330 City residents were enrolled in the training programs funded by the Neighborhood Jobs Trust (NJT) in FY 2015. 90% of them successfully completed their training and by the end of 2016 at least 70% of participants will be placed into jobs.

We must continue to provide Boston residents with the resources they need to succeed in Boston's diverse economy, and I am grateful for the hard work done by the Trustees and OWD staff on their behalf.

Sincerely,

MARTIN J. WALSH

Mayor

City of Boston

Dear Colleagues:

One of the City's top priorities is ensuring that Boston residents directly benefit from linkage fees generated by the large-scale real estate development projects changing the Boston skyline. Our primary task as Trustees of the Boston Neighborhood Jobs Trust is to see that a portion of the linkage monies is effectively used, through competitive workforce education and training, to ensure that Boston residents 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 2014-2015, explains, the Mayor's Office of Workforce Development (OWD) issued an open and competitive Request for Proposals in FY 2015. The Trustees approved over \$1,000,000 in grant awards, ranging from \$25,000 to \$90,000, for 20 training programs. These programs were chosen based on several criteria, including their targeted industries, curriculum and program design. Many of the award recipients had received our funding

before, and had excellent track records of securing quality jobs for the people that graduate from their programs. For others, it was the first time they received NJT funds. We are pleased to share with you the successful outcomes they achieved, and highlight several programs for their innovation, employer partnerships and individual success stories.

The Trustees believe the NJT has an important role to play in supporting Mayor Walsh's efforts to address income inequality. With the assistance of the OWD, we will continue to invest linkage funds in community-based organizations to provide jobs, job training and other employment-related services to Boston residents and employers so that all may benefit from the City's strong economy.

Sincerely,

VIVIAN LEO

Collector-Treasurer
& Managing Trustee

MARK CIOMMO

Boston City Councillor
District 9

TRINH NGUYEN

Director, Mayor's Office of
Workforce Development



TABLE OF CONTENTS

06	Priorities Under NJT Grant The Mayor's Office Of Workforce Development FY 2015 NJT Grantees
09	The Neighborhood Jobs Trust is Bridging the Gaps in Boston's Economy
14	Breaking Ground: An Opportunity for Job Creation
17	The Mission to Help Low-income Immigrants into Career Pathways

29	Employer Partnerships: The Springboard to a Successful Program
30	NJT Participants Share their Story: Our Path into the Healthcare Industry
34	Community Partnerships: Creating a Greater Impact in the World of Workforce Development
37	NJT Financials, Revenues and Expenditures

OVERVIEW

The Neighborhood Jobs Trust (the "Trust") is a Massachusetts public charitable trust created under the authority of Chapter 371 of the Acts of 1987 and the laws of the Commonwealth of Massachusetts. It is administered by the Collector-Treasurer of the City of Boston, Massachusetts (the "City") as managing trustee pursuant to Chapter 11 of the ordinance. The purpose of the Trust is to ensure that large-scale real estate development in Boston brings a direct benefit to Boston neighborhood residents in the form of jobs, job training and related services.

The Trust is managed by three Trustees: 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 a managing trustee. Administrative management of Trust funds is provided by the City of Boston's Office of Workforce Development (OWD).

Funds in the Trust come from job linkage fees. The zoning laws of the City of Boston require that commercial construction projects in excess of 100,000 square feet receive a zoning variance, one condition of which is that the developer of the building is obligated to pay a linkage fee, based on square footage, to the Neighborhood Jobs Trust. Developers have two options for this:

- Job Contribution Grant – the developer may simply make the payment to the Trust, to be administered in its entirety by the Trustees in accordance with established regulations and policies.
- Jobs Creation Contribution – upon making payment to the Trust, the developer may request that linkage funds be used to create a job training program for workers who will be employed, on a permanent basis, at the development project.

PRIORITIES UNDER NJT GRANT

NJT funds are used to meet the employment needs of lower income, lower-skilled Boston residents with multiple barriers to employment who are seeking full-time permanent employment that meets or exceeds the living wage (which in 2015 was \$13.89/hour¹) with access to benefits. The job training programs or educational programs are expected to place participants on career pathways that can lead to higher-paying jobs with access to employer-provided benefits and opportunities for advancement. After completing the NJT-funded job training program, some participants decide to enter a post-secondary or industry-recognized credential-earning program in order to gain better opportunities for advancement in the industry.

These services are customized to meet the needs of the programs' target populations. Because a significant part of developing economic security is financial management, many of these job training programs also include financial education and asset-building opportunities for participants.

THE MAYOR'S OFFICE OF WORKFORCE DEVELOPMENT

The Mayor's Office of Workforce Development (OWD) is an innovative

public agency that seeks to promote economic self-sufficiency to ensure the full participation of all Boston residents in the city's economic vitality and future. OWD stresses the importance of collaboration with the city's workforce development and education initiatives, with an overall emphasis on empowering Bostonians to fulfill their educational and employment aspirations. As a part of this mission the OWD has partnered with the NJT since 1987 to administer and manage the allocated funds that are distributed to NJT grantees.

FY 2015 NJT GRANTEES

In Fiscal Year 2015 OWD issued a Request for Proposals (RFP). NJT allocated over \$1 million to twenty qualifying service agencies in awards ranging from \$25,000-\$90,755. BEST Corp. Hospitality Training Center received \$176,400 through the Jobs Creation Contribution funding option. These funds were used to train Boston residents for the new Starwood Hotels located in South Boston. Additionally, NJT made a commitment to Boston Housing Authority, English for New Bostonians and SkillWorks to leverage NJT dollars to expand their workforce development services

¹ This figure goes up every July



COMMUNITY SERVICE MEMBERS ROBERT GREEN (LEFT) AND DIANE WALCOTT (RIGHT) MAKING PASTA

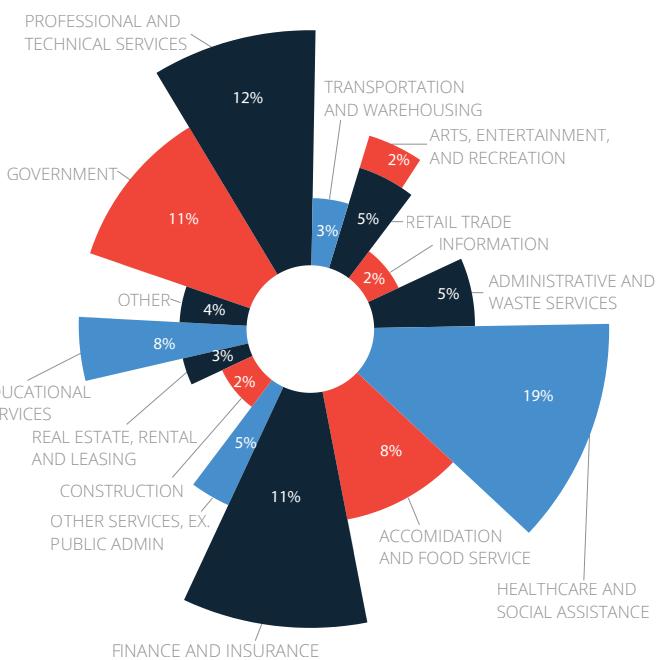
ORGANIZATION NAME	PROGRAM NAME	INDUSTRY
Action for Boston Community Development (ABCD)	Early Education NextSTEPS	Early Education and Care (EEC)
Asian American Civic Association (AAC)A	Careers in Banking & Finance	Banking and Finance
BEST Corp. Hospitality Training Center	Mel King Empowerment Program (Hospitality Training)	Hospitality
BEST Corp. Hospitality Training Center + CV Properties	Hospitality Training Program	Hospitality for Starwood Hotels
Boston Chinatown Neighborhood Center (BCNC)	The Chinatown/South End Collaborative's Pre-Vocational Skills Training with ESOL	Customer Service in Retail (Focus on Supermarkets)
Building and Construction Trades of the Boston Metro Area Council	Building Pathways Pre-Apprenticeship Program	Construction
Community Servings	Teaching Kitchen Food Service Job Training Program	Culinary
Friends of Boston's Homeless	Serving Ourselves Career Center	Culinary, Basic Food Services, Commercial Laundry, Building Maintenance and Clothing Inventory
International Institute of Boston (IIB)	Service Industry Training Program	Service Industry
Interseminarian-Project Place	Pre-Enterprises Skill Building and Enhancement	Building and Facilities Maintenance
Jewish Vocational Services (JVS)	Caring for our Seniors: A CNA Training Program Specializing in Long-Term Care	Health Care
Morgan Memorial Goodwill Industries	Human Services Employment Ladder Program	Human Services
New England Center and Home for Veterans	Veterans Training School	Professional Protection Officer and Commercial Driver's License (CDL) training and career paths.
Operation A.B.L.E.	Medical Office Skills Program	Health Care
Project Hope	Workforce Development & Employer Partner (WDEP)	Health Care
St. Mary's Center for Women and Children	Women @ Work Plus	Administration in Real Estate Management, Health Care, Higher Education, and Financial Services
STRIVE: Boston Employment Services	Boston STRIVE	Job Readiness in various industries
Urban League of Eastern Massachusetts (ULEM)	Volunteer to Work Training Program	Customer Service and administration (with a focus in retail and food service)
Work Inc.	Facilities Maintenance to Management	Custodial and Facilities Management
YMCA: Training, Inc.	Computerized Office Skills Training and Employment Program	Computerized Office & Customer Service Skills for Insurance, Banking, Real Estate, and Health Care Industries

THE NEIGHBORHOOD JOBS TRUST IS BRIDGING THE GAPS IN BOSTON'S ECONOMY

Boston's economy is steadily growing and has made significant strides after the Great Recession. However, many Boston residents are stuck in low-wage jobs. A recent report released by the OWD in partnership with the Boston Redevelopment Authority (BRA)'s, Research Division found that the five highest paying sectors disproportionately employ non-residents, while Boston residents are often working in positions in the lower paying sectors.²

The Neighborhood Jobs Trust (NJT) is vital in helping to bridge the economic gap in Boston. NJT has invested in community-based organizations located in the city to recruit Boston residents, with a focus on low- and moderate-income residents who have multiple barriers to employment. They may, for example, have a CORI (Criminal Offender Record Information), face homelessness, or receive TANF (Temporary Assistance for Needy Families). NJT funds allow Boston residents to receive training for jobs in a number of growing industries in the city, such as Construction, Real Estate, Finance and Insurance, and Accommodation and Food Services, to name a few. Though there are many factors that have con-

tributed to the income disparity in Boston, including lack of educational attainment, NJT's investment has ensured that residents are being trained to enter career pathways in specific industries with opportunities for advancement and wage progression.



² Boston Redevelopment Authority Research Division, March 2016

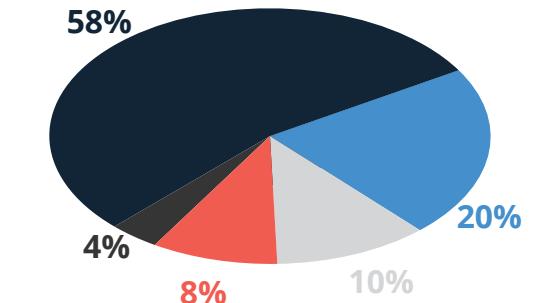
336
RESIDENTS
HAVE BEEN
SERVED

THE
GRADUATION
RATE IS AT
90%

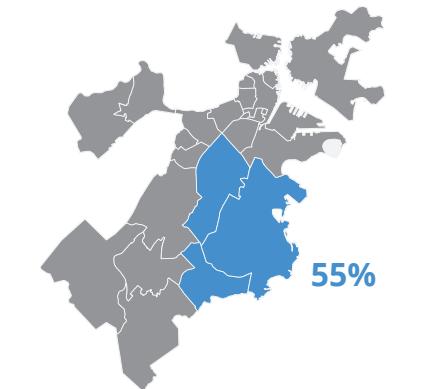
123%

THE AVERAGE ANNUAL
WAGE INCREASE
AFTER PARTICIPANTS
COMPLETED TRAINING

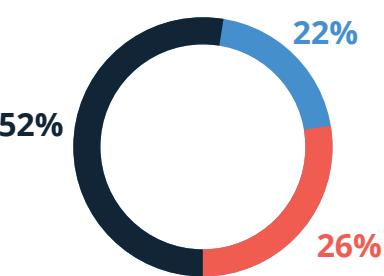
THE DATA REPRESENTED ON PAGE 10-13 OF THIS REPORT DO NOT INCLUDE FRIENDS OF BOSTON'S HOMELESS DUE TO AN UNEXPECTED
RELOCATION OF THEIR PROGRAM IN 2014-2015. THEIR DATA WILL BE FINALIZED BY WINTER OF 2017.



58% (194 participants) enrolled are Black or African American, 20% (68 participants) enrolled are Hispanic or Latino, 10% (34 participants) enrolled are Asian, 8% (27 participants) enrolled are White/Caucasian, and 4% (13 participants) enrolled are American Indian, Alaska Native, or Other/Multiracial.



Residents from each neighborhood in Boston have enrolled in an NJT-funded job training program. 55% (186 participants) who are enrolled in a job training program live in Dorchester, Roxbury, and Mattapan.

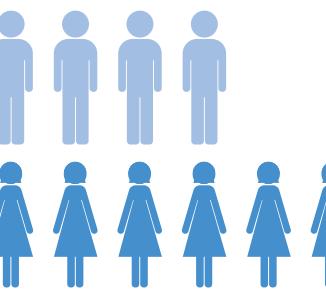


52% (174 participants) are between the ages of 18-35 years old, 26% (90 participants) are between the ages of 36-45 years old, and 22% (72 participants) are between the ages of 46-65 years old.

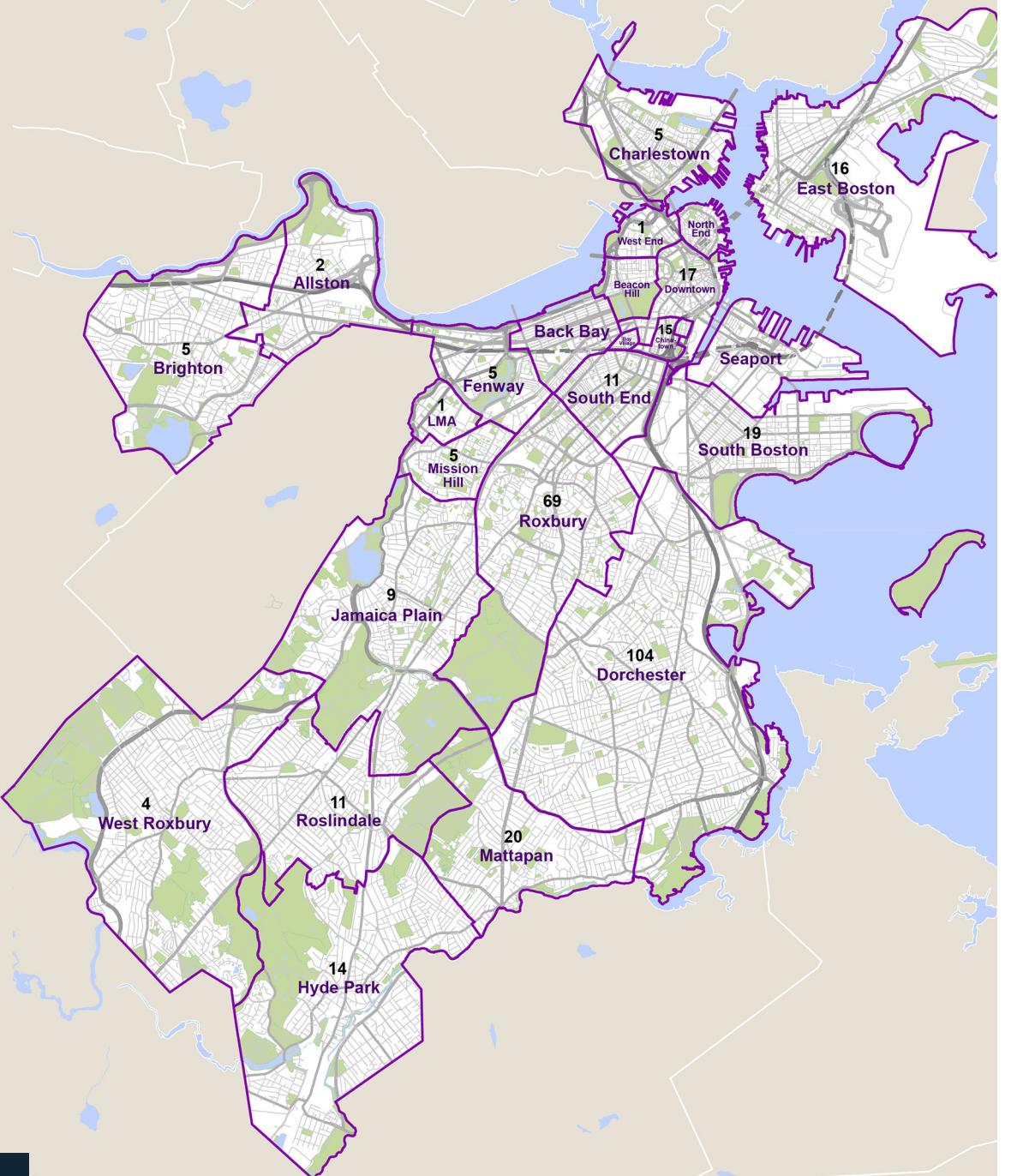


11% (38 participants) do not have a high school diploma and 70% (234 participants) have no higher than a high school diploma or a GED/HiSET. Only 19% (64 participants) have more than a high school diploma or GED/HiSET.

36% (121 participants) are non-native English speakers.



41% (139 participants) who are enrolled in a job training program are male and 59% (197 participants) are female.



NJT IS SERVING RESIDENTS FROM EACH NEIGHBORHOOD OF BOSTON



UPON SECURING EMPLOYMENT
THE AVERAGE HOURLY WAGE IS
\$14.90



83%
OF PARTICIPANTS WHO
SECURED EMPLOYMENT HAVE
ACCESS TO BENEFITS

BOSTON HOUSING AUTHORITY CHARLESTOWN ADULT EDUCATION

The primary mission of Boston Housing Authority (BHA) Charlestown Adult Education is to provide services that meet the needs of the people in the community, with first priority given to BHA and Boston residents. Of the program's 170 filled slots, 140 (approximately 70 students) are funded through the Neighborhood Jobs Trust. BHA Charlestown Adult Education offers three levels of ESOL (beginner, intermediate and advanced), ESOL Literacy and Family Literacy. These classes help students to acquire higher levels of English proficiency through speaking, listening, reading, and writing so they can function independently outside the classroom. Course curricula include the development and implementation of career and college readiness skills, while the Level 3 ESOL curriculum prepares students for Pre-HiSET classes. Students who complete Pre-HiSET classes can then progress to HiSET and Fast Track HiSET classes. When students leave BHA Charlestown Adult Education, they have strong and well thought-out goals and guidance on how to take the next steps toward their futures.

In April of 2015, HUD committed \$2 million over four years for the HUD Jobs Plus Pilot program grant, which supports a career

center focused on assisting BHA Charlestown residents with job readiness skills and job placement. This funding commitment requires BHA and its partners to match the awarded funds with \$1.95 million from other sources. The Neighborhood Jobs Trust was among a coalition of funders that committed to leverage the funds needed to support the Charlestown Development with programming and to reach its goal of raising \$1.95 million within four years.

The support and leveraged funding provided by NJT has been dedicated to supporting the three ESOL classes, the Pre-HiSET class and HiSET class, and has helped BHA Charlestown Adult Education obtain additional funding to add much-needed classes and program services.

NJT-RELATED OUTCOMES

- 14 Students have received their HiSET certificate.
- 7 Residents have secured jobs at partner agency Associate Home Care through CharlestownWorks.
- 30 Residents have become employed during this grant period through CharlestownWorks.
- 19 Students are enrolled in skills training programs.

ENGLISH FOR NEW BOSTONIANS

English for New Bostonians (ENB) programs provide high-quality English language classes to 1,100 students each year. ENB's hallmark is its capacity to design program models customized to students' career trajectories. The Neighborhood Jobs Trust funds have supported ESOL students through intensive English and career programming customized to their background, experience and aspirations. NJT's dollars have been matched by commitments from other funders including the Barr Foundation, Klarman Family Foundation, Perpetual Trust for Charitable Giving/Bank of America, State Street Foundation, Highland Street Foundation, Robert Kraft Group, Eastern Bank Charitable Foundation, A.C. Ratshesky Foundation, Fish Family Foundation and others totaling \$1,180,570.00. ENB's career-focused programs include a three-prong approach: customized curriculum, technology, and employment preparation skills.



BHA CHARLESTOWN FACULTY AND STUDENTS



ENGLISH FOR NEW BOSTONIAN'S ENGLISH INNOVATIONS STUDENTS EXPLORE ONLINE ENGLISH GAMES

CUSTOMIZATION CLEARLY IMPACTS LEARNING

According to ENB's FY15 year-end data, high-skilled immigrants in regular ESOL classes showed 52% learning gains while those in ENB's class targeted to their re-credentialing aspirations showed 71% learning gains. For low-literacy students in special classes, learning gains were 76% versus 34% of those in non-customized classes.

TECHNOLOGY

Quality employment requires comfort with technology in order to search and apply for jobs and to qualify for living wage positions. ENB's grantees and new pilot sites are integrating face-to-face instruction with tech tools including smartphones, tablets and laptops. Students use apps such as USA Learns, online aptitude tests, and Mass Career Information System's website to develop online job portfolios and take job interest inventories.

EMPLOYMENT PREPARATION SKILLS

ENB programs are helping prepare students for employment in a number of ways:

- 126 students at eight sites did mock interviews with 50 ENB corporate volunteers.

- 10 teachers and other program staff received professional development training on integrating career readiness skills into curricula.
- Nearly all the students received individual career coaching as part of their ESOL classes.

ENB programs' efforts in FY15 resulted in 309 students landing jobs or better jobs, including:

- 204 students who started the year unemployed or underemployed and subsequently secured employment.
- 97 students who were promoted or secured employment.
- 8 students who were promoted after gaining a job
- 87 students who transitioned to further education to build their careers, including:
 - 32 entering college
 - 27 entering a skills training program
 - 31 entering bridge-to-college programs

ESOL FOR ENTREPRENEURS

In the pilot year, 75 immigrant entrepreneurs and their employees improved their English skills as a step toward:

- Expanding markets and growing their businesses
- Gaining better access to business assistance resources
- Improving computer skills
- Helping invigorate local economies

These customized classes are offered at times and locations convenient for businesses. New contextualized curriculum covers:

- Customer Service
- Writing a business plan
- Licensing
- Marketing, social media
- Banking and loan terminologies

SKILLWORKS

SkillWorks' goal is to ensure that every Boston resident has the opportunity to get a good job and make a good living and that every business has a skilled workforce. Since SkillWorks' inception in 2003, NJT has helped more than 5,000 Boston residents gain new skills to compete in the job market and advance their careers in the healthcare, hospitality, construction, financial services, green jobs, life sciences and information technology sectors. Since 2003, NJT funding has also leveraged more than \$25 million

from the SkillWorks funder group including philanthropic, public and corporate investment.

The key strategies SkillWorks uses to ensure the organization reaches its goal are:

- **Drive Demand** by supporting a more "employer-centric" approach through new industry partnerships and business engagement strategies that streamline access to talent, develop responsive programs and improve employee retention.
- **Deepen Training Infrastructure** by increasing the reach and scale of training and education programs, developing and enhancing curriculum and credentials, and increasing access to work-based learning opportunities.
- **Increase Employability** by investing in work-readiness skills training linked to work-based learning with a focus on youth and young adults.
- **Target Impact** by linking training programs to job quality and by building relationships with employers that value investment in front-line workers, leading to greater production, retention and responsive outcomes for employers and employees.

Approximately 51% of SkillWorks' NJT funds this past year went toward serving 176 pre-employment workers and 80 incumbent



THE AVERAGE HOURLY WAGE IS \$17.00

 **38**
AVERAGE HOURS
WORKED PER WEEK

NUMBER OF JOB SEEKERS ENROLLED	176
NUMBER OF JOB SEEKERS COMPLETING TRAINING	132
NUMBER OF JOB SEEKERS PLACED IN JOBS	104
RETAINED EMPLOYMENT AT LEAST 6 MONTHS	82

6 month retention outcome includes job-seekers that were placed between 1/1/15-12/31/15 and achieved 6 month retention at some point through 3/31/16.

SKILLWORKS GRANT IMPACT (ACTUAL OUTCOMES) THROUGH DECEMBER 31, 2015.

workers, while 49% of NJT funds went toward new grants targeting industries such as healthcare, hospitality, IT/technology, and STEM.

NJT's dollars have been matched by commitments from other funders including: the Boston Foundation, Clowes Family Foundation, Herb and Maxine Jacobs Foundation, the Ludcke

Foundation, Mabel Louise Riley Foundation, National Fund for Workforce Solutions, State Street, Bank of America and JP Morgan Chase Foundation, totaling \$900,000.00. NJT support has assisted workforce training projects and the continued expansion of SkillWorks' employer engagement strategies including staffing for the newly launched IT/Tech Industry Consortium and the Boston Healthcare Careers Consortium.



BREAKING GROUND: AN OPPORTUNITY FOR JOB CREATION

THE BEST CORP. HOSPITALITY TRAINING CENTER AND CV PROPERTIES PARTNERSHIP

The Boston hotel market is growing exponentially. According to recent reports, the market is outpacing the national hotel market in terms of occupancy and pricing and is well positioned for expansion.³ As of 2014 Boston had 67 hotels with a total of 18,000 hotel rooms. Many new hotels, with an additional 4,000 rooms, are expected in the near future. The Hospitality & Leisure sector (consisting of Arts, Entertainment & Recreation, Hotel Accommodations, and Food Services) is an "exceptional growth prospect for the Boston economy"⁴ and could create an additional 6,300 jobs by 2016.⁵

In May 2013, the late Mayor Thomas Menino announced that the Boston Redevelopment Authority (BRA) had approved two new hotel developments in Boston's Waterfront district, directly across from the Boston Convention and Exhibition Center: The 330-room Aloft Hotel and the 180-room Element Hotel at 371-401 D Street in South Boston. In late 2013, BEST Corp. Executive Director Marie Downey and President of Commonwealth Ventures (CV Properties LLC) Dick Galvin met to discuss the possibil-

ity of BEST Corp. training workers for the new Aloft and Element hotels. BEST Corp. is a non-profit 501(c) 3 that, since 2006, has offered industry-specific, employee-driven training to those seeking a viable pathway out of poverty. After the meeting, CV Properties LLC, in partnership with the Massachusetts Convention Center Authority, chose to designate their linkage fees to the NJT's Jobs Creation Contribution option. This allowed the developer to use its linkage funds to partner with BEST Corp. to train Boston residents for permanent employment at the hotels.

BEST Corp. was awarded \$176,400 from NJT to enroll 42 participants into their training program and place 29 of those participants into job openings at the Starwood hotels. BEST Corp. worked closely with the Boston Housing Authority on their initial recruitment strategy, targeting South Boston residents who would be a good match for the hospitality industry. BEST Corp. collaborated with management from Starwood Hotels and Resorts to design brand-specific training to ensure participants were being trained to Starwood standards. Ninety-three percent

³ Report says Boston hotel market poised to hit new highs in 2014, Boston Business Journal, Dec 31, 2013

⁴ http://boston.blacksoftware.com/statistics/economy_report_2013.pdf

⁵ http://boston.blacksoftware.com/statistics/economy_report_2013.pdf





PRESIDENT AND FOUNDER, CV PROPERTIES, LLC. DICK GALVIN

of the participants (40 out of 42) successfully graduated from the training program. As of January 2016, 26 participants have been hired: fourteen by the Aloft Hotel, eight by the Element Hotel, and four by other Starwood properties.

The Element Hotel opened in December 2015 and the Aloft in February 2016. Together, they will generate 175 permanent jobs in the hospitality industry. BEST Corp. will continue to assist in the hiring for open Housekeeping and Culinary positions.

"BEST Corp. students blew us away with their knowledge of the brands at our recent Aloft and Element career fair. It showed us how seriously they took their training and how well they prepared to stand out among 500+ candidates. We look forward to this ongoing partnership and to getting great talent into the local hospitality industry. It's a win-win for all involved"

-Monica Hurd, Complex Director Human Resources, at Aloft Boston Seaport | Element Boston Seaport

⁶ Boston Redevelopment Authority Research Division, October 2015

THE MISSION TO HELP LOW-INCOME IMMIGRANTS INTO CAREER PATHWAYS

INTERNATIONAL INSTITUTE OF BOSTON

The immigrant population in Boston is increasing substantially, and as more and more foreign-born residents decide to make Boston their new home, they are faced with many challenges, including finding affordable housing, navigating the education system, and securing a job. The Boston Redevelopment Authority released a publication in October 2015 with the following data:

- Foreign-born residents are more likely to live in poverty.
- Linguistically isolated households have high rates of poverty.
- Workers who do not speak English at all are mostly low-income; 64% make less than \$25,000.00 year.

In addition, foreign-born populations that have moved to the U.S. since 2010 have a very high unemployment rate, at 20.8%.⁶

To help resolve this economic disparity between the immigrant and native-born populations in Boston, the International Institute of New England has made it its mission to help refugees, asylees, and immigrants become active participants in the social, political, and economic richness of American life.

In 2011, with initial seed-funding from the Neighborhood Jobs Trust, the Institute created the Service Industry Training Program (SITP), an intensive 12-week course that provides job training and placement services within the healthcare, hospitality, and banking industries. In addition to industry-specific skills training, the program provides contextualized ESOL instruction, computer literacy, and work readiness coaching, as well as case management services. Upon completing the program, clients meet one-on-one with the Institute's staff to find full-time positions within one of the program's target employment sectors. These positions include Room Attendants, Housemen, Assistant Servers, Dietary Aides, Unit Service Associates, and Bank Tellers.

The Institute enrolled 12 participants into its NJT-funded SITP program in FY15 and achieved a 100% completion rate. As of October 2015, 9 participants have secured training-related positions with an average wage of \$15.82/hour. Graduates from the FY15 program were placed in positions including the following: Environmental Services Aides at Boston Medical Center, Mount Auburn Hospital, and Newton-Wellesley Hospital; Room Attendant at the Westin Boston Waterfront; Banquet Steward at the Omni Parker House, and Room Service Server at the Liberty Hotel.

In the past year, the Institute has developed partnerships with 93 employers within the hospitality, healthcare, and banking industries, and the agency plans to continue expanding and strengthening its employer network in FY16. The Service Industry Training Program benefits not only the clients served, but also the employers who hire program graduates.

"Boston Medical Center's patient population is rich in ethnic and cultural diversity, and we make it a priority to extend that diversity to our workforce," said Christopher Rule, Human Resources Business Partner at Boston Medical Center. "By partnering with the International Institute of New England, we are able to build our workforce by hiring candidates who have appropriate job skills, as well as the appetite to learn and grow professionally, that we desire in our employees. The Institute works closely with immigrants and refugees, supporting assimilation to life in the U.S., and at BMC, we are proud to play a role in helping to provide both patient care and employment opportunities to help these individuals and families thrive in our communities."

The continued commitment of the Institute to work with the low-income immigrant population of Boston has opened up career pathways in the Service Industry that allow people to achieve economic security and build a future in America.





MORGAN MEMORIAL GOODWILL INDUSTRIES' PARTICIPANT RUKIA TAHILI

EMPLOYER PARTNERSHIPS: THE SPRINGBOARD TO A SUCCESSFUL PROGRAM

YMCA TRAINING, INC. AND THEIR EMPLOYER PARTNERS

For 32 years, YMCA Training, Inc. has been among Greater Boston's successful workforce development programs, enabling people in poverty to move into economic self-sufficiency through professional skills training and employment. The Administrative and Customer Service Skills for Insurance, Banking, Real Estate, and Health Care Industries program is an intensive 20-week, full-time computerized office skills training focused on both the common and specific knowledge needed in these industries. Designed to replicate the expectations of a professional office environment, the training prepares participants with both the job readiness and technical skills to succeed.

Training, Inc.'s employer partners are an integral part of their success, not only in their training component, but also in job development, placement and retention work. Employer partners provide internship opportunities while participants are still enrolled in the program. Employer partners inform Training, Inc. of appropriate job opportunities (approximately half of which turn into job offers) for their graduates. To ensure that these graduates do not get lost among the hundreds of other job applicants, employer partners ensure that each candidate from the training program gets an interview. The Training, Inc.

curriculum is created and continually enhanced with the input of employer partners who provide company-specific training materials and

TRAINING TRACK	EMPLOYER PARTNERS
Health Insurance	Gallagher Student Health & Special Risk Commonwealth Care Alliance BMC HealthNet Plan Maximus
Retail Banking	Blue Hills Bank Boston Private Bank and Trust TD Bank
Property and Casualty Insurance	Eastern Insurance Vargas & Vargas Insurance Boyd & Turner Insurance
Property Management and Real Estate	Peabody Properties Metropolitan Boston Housing Partnership
Health Care	Boston Medical Center Dana Farber Cancer Institute East Boston Neighborhood Health Center Tufts Medical Center Beth Israel Deaconess Medical Center Upham's Corner Community Health Center

ensure the curriculum meets industry needs. Key employer partners sit on Training, Inc.'s Partners Council and Advisory Boards. The Partners Council meets monthly to ensure that the program has current information about the industry labor market and that the Training, Inc. curriculum matches their skill requirements. The Advisory Board provides oversight of the program, supports financial development, and facilitates introductions to other company executives.

Training, Inc. works with over 40 active employer partners representing the major Boston industries. Some of these relationships are over 25 years old. The selected employer partners on Page 29 represent each of the training tracks Training, Inc. provides.

"I met Robin Moschetti from Boston Private Bank. Robin came to meet with the Financial Services group and I talked with her at the end of her presentation. Just a few months later, when a position for a Client Services Administrator opened up, they remembered me, and I interviewed for it - and got the offer! Since April 13, 2015 I have been employed with Boston Private Bank where I have opportunities I didn't have before and the benefit of the education reimbursement program, which will help me to earn my degree. My future looks a lot brighter than ever before. I am finally feeling invested in what I am doing." -Cleveland Jones, YMCA Training, service.

NJT PARTICIPANTS SHARE THEIR STORY: OUR PATH INTO THE HEALTHCARE INDUSTRY

PROJECT HOPE

Project Hope is a multi-service agency at the forefront of efforts in Boston to move families up and out of poverty. It provides low-income mothers with access to education, jobs, housing, and emergency services; fosters their personal transformation; and works for broader systems of change. Since 1947, Project Hope has been helping low-income, homeless women on a path to success. Their Community Partners in Health Professions (CPHP) Program trains women in general administration and customer service for the Healthcare industry. Below are stories from two women who graduated from the NJT-funded CPHP program:

BRENDA-LIZ VELEZ

When I was first introduced to Project Hope, I wasn't sure I needed job training. I had years of customer service and administrative experience. I thought my resume would speak for itself and open doors for me in the healthcare field. Unfortunately, after applying to many posi-





PROJECT HOPE 2015 GRADUATES

tions in healthcare, I did not get a single call back for an interview.

When I entered my second month of unemployment, I did not know what to do! Bills were due and I was trying to get out of this desperate situation. During this stressful time, I reminded myself why I wanted to get into healthcare. When my uncle was diagnosed with stage-three cancer, I stepped up and became his health proxy. My questions and concerns were met with a level of compassion I did not expect. This positive experience piqued my interest in healthcare.

I decided to attend Project Hope's Community Partners in Health Professions (CPHP) program. I welcomed any and all ideas that could help me start my career in healthcare. It was an amazing experience. I learned something new every single day in class. The classes were hard, but I was filled with determination. I graduated and went on to complete a second job training program with Project Hope. Then it happened. I was offered my dream job as a Staff Assistant at a local hospital and I couldn't be happier.

DANISHA JEAN-BAPTISTE

I'm a veteran and single mother of two. I served in the Air Force for six years, but struggled with finding a job when I finished my ser-

vice. I came to the realization that trying to find work on my own was not working, and I reached out for help. When I came to Project Hope, I had been unemployed for seven years.

I felt unsure about returning to the workforce, but Community Partners in Health Professions (CPHP) helped me to gain skills and confidence. I graduated from CPHP in May 2015, and decided to sign up for additional training at Project Hope. In July, I accepted a position as a Staff Assistant at Massachusetts General Hospital.

My experience in CPHP taught me the power of people working together. While I do not have a crystal ball and I cannot predict the future, I can guarantee that had I attempted to do this on my own, had I turned away from guidance and support, I would not be here heading in the direction I am heading in now. Project Hope is a place where people help one another to strive towards their goals. The African proverb tells us: "If you want to go fast, go alone. If you want to go far, go together."



COMMUNITY PARTNERSHIPS: CREATING A GREATER IMPACT IN THE WORLD OF WORKFORCE DEVELOPMENT

BOSTON CHINATOWN NEIGHBORHOOD CENTER AND CHINESE PROGRESSIVE ASSOCIATION

In 2014, two organizations came together to help change the economic climate for low-income Asian immigrants in Boston's Chinatown, South End, South Boston, and Mission Hill neighborhoods. Boston Chinatown Neighborhood Center (BCNC) and the Chinese Progressive Association (CPA) have been working with the Chinatown and Asian-immigrant populations for 47 and 39 years, respectively. BCNC's Adult Education program has provided ESOL classes since 1976, and now enrolls 300 students annually. Students benefit from classes, individual tutoring, educational and career advising, citizenship preparation services, and advocacy and referrals for external services. CPA has extensive experience working with unemployed low-wage workers with particular barriers to employment, including limited English-speaking populations, homeless or near-homeless families, and public housing tenants. With escalating housing prices in Chinatown and other Boston neighborhoods, many low-income families are under-housed, or are becoming or at risk of becoming homeless.

The partnership was developed to address economic, social, and cultural barriers facing Asian Americans in Boston. While Asian Americans are considered to be the fastest growing racial group in Massachusetts, many struggle to make ends meet. Over the 5-year period from 2006 to 2010, 29% of Asian Americans in Boston lived in poverty and 46% were low-income. In 2011 nearly 8% of Asian Americans in Boston were unemployed. Language skills pose another major challenge, as 42% of the city's Asian Americans face limited English proficiency⁷. When it comes to wages, non-English speaking immigrants earn only half as much as English-speaking workers. On average, an immigrant in Massachusetts who speaks only English earns \$38,526 annually, compared to \$14,221 for an immigrant who does not speak English well⁸.

BCNC and CPA serve thousands of immigrants each year from China, Taiwan and countries in Southeast Asia. The greatest challenge for the population that these two organizations serve is carving out a pathway to employment in mainstream American society. Key barriers to this pathway are limited En-

⁷ http://advancingjustice-la.org/sites/default/files/CommunityofContrasts_Northeast2013.pdf

⁸ [http://www.commcorp.org/resources/documents/Breaking%20the%20Language%20Barrier%20\(March%202011\).pdf](http://www.commcorp.org/resources/documents/Breaking%20the%20Language%20Barrier%20(March%202011).pdf)



BCNC NJT FIRST CYCLE OF GRADUATES

glish, limited educational backgrounds, and the need for significant cultural adjustment.

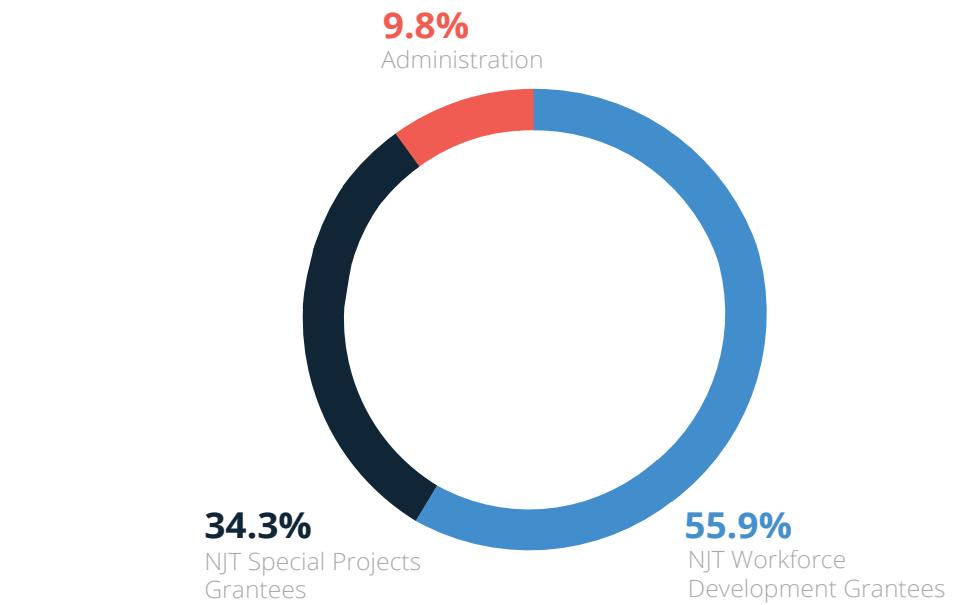
To help address these deficits, BCNC and CPA created an occupational skills training program with ESOL for Supermarket and Customer Service Employment. The organizations conducted a 14-week training which used an English for Employment format, connecting ESOL instruction to all basic skill- and employment-specific topics. The supermarket and customer service training was connected to the new Whole Foods Market and Roche Bros. stores that opened up next to Chinatown in 2015. The partnerships with Whole Foods Market and Roche Bros. ensured that the program trained participants in appropriate knowledge and skills to provide them with an opportunity to secure actual local employment with decent wages and benefits.

Fifteen Boston residents enrolled and completed the training program; 6 participants are currently employed in the supermarket and customer service industries and the program is actively working with 5 participants to secure suitable employment. The collaborative effort of BCNC and CPA not only enabled low-skill, low-income Asian immigrants to secure jobs

in America, but also provided them with an opportunity to be confident enough in their abilities and skills to embark on career pathways.



BCNC'S NJT STUDENTS TOUR WHOLE FOODS



NJT FINANCIALS (2014-2015)	
NJT Workforce Development Grantees	\$ 1,180,484.54
NJT Special Project Grantees	\$ 725,000.00
Administration	\$ 207,970.83
Total Disbursements	\$ 2,113,455.37



THANK YOU TO ALL OF OUR NJT 2014-2015 GRANTEES



THANK YOU TO THE DESIGNATED STAFF AT THE TREASURY DEPARTMENT AND AT THE MAYOR'S OFFICE OF WORKFORCE DEVELOPMENT

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CITY OF BOSTON
Martin J. Walsh, Mayor