

## **FY22 Budget Process**

### **City Council Information Request**

**Department:** Department of Youth Engagement and Employment

#### **GENERAL INFORMATION:**

1. Summary Budget for FY22 - *See Separate Attachment (Appendix A)*
2. Detail on “Other” or “Misc” Line Items (53900, 54900, & 55900)

#### **BUDGET NARRATIVE:**

3. Three Largest Budget Reductions from FY21 in dollars and %
4. Three Largest Budget Increases from FY21 in dollars and %
5. Detail on Other Significant Budget Expansions or Reductions
6. Any New Responsibilities Assigned to Department in the Last Two Years
7. Any Responsibilities Transferred Out of Department in Last Two Years
8. Actual YTD FY21 Spending - *See Separate Attachment (Appendix B)*
9. Any Savings Realized by Department in FY21
- 10a. Any Changes to External Funds
- 10b. Federal funds related to COVID in FY21 and FY22
11. List of 5 Major Accomplishments in FY21 – *See Separate Attachment (Appendix C)*
12. Chief FY22 Goals, Ongoing and New Initiatives – *See Separate Attachment (Appendix D)*
13. Multi-year Projects or Investments, Discuss FY21 Ramp-up or Wind-down in Spending, and Future Year Plan
14. Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future
15. Departmental Financial and Personnel Resources Devoted to Language Access

**PERSONNEL INFORMATION:**

- 16. Five Year Analysis of Full Time Employees (FTEs)
- 17. Breakdown of Employees on Leave
- 18. Five Year Analysis of the Total Number of Positions
- 19. A. Breakdown of Employees by Race and Gender  
    B. Breakdown of Top 10 Wage Earners by Race and Gender
- 21. Five Year Analysis of Overtime
- 22. Amount and Justification of Any Stipends
- 23. Any Hiring Challenges Experienced This Year

**CONTRACTS - See Separate Attachment (Appendix E)**

- 24. Overview of Current Contracts
- 25. Breakdown of Contracts
- 26. Any Barriers to Contractor Diversity in Department Contracts
- 27. Narrative on Contracts Over \$100,000

**PERFORMANCE MEASURES**

## 2) Detail on "Other" and "Misc" Line Items

<b>Account</b>	<b>Account Descr</b>	<b>Amount</b>	<b>Details</b>
53900	Misc Supplies and Materials	62,500	Batteries, work clothing, summer job operational supplies
54900	Other Current Charges	797,996	Youth Jobs wages (contracts with CBOs for Youth Jobs), drinking water, operational subscriptions
55900	Misc Equipment	4,500	Laptops, various electronics

### 3) Three Largest Budget Reductions from FY21

	<b>Account</b>	<b>Account Description</b>	<b>Amount</b>	<b>% Change</b>	<b>Explanation</b>
1.	N/A				
2.	N/A				
3.	N/A				

#### 4) Three Largest Budget Increases from FY21

	<b>Account</b>	<b>Account Description</b>	<b>Amount</b>	<b>% Change</b>	<b>Explanation</b>
1.	51100	Emergency Employees	3,715,789	37%	Additional 1,700 summer Youth Jobs, minimum wage increases
2.	54900	Current Charges	788,096	99%	Youth Jobs non-personnel expenses
3.	51000	Permanent Employees	153,538	21%	2 new FTEs as part of FY22 investments plus vacant position filled

**5) Other Significant Budget Expansions or Reductions - N/A**

**6) Any New Responsibilities Assigned to Department in the Last Two Years - N/A**

**7) Any Responsibilities Transferred Out of Department in Last Two Years - N/A**

**8) Actual YTD FY21 Spending - *See Separate Attachment (Appendix B)***

**9) FY21 Savings Realized by Department - YEE has some salary savings due to regular employee attrition.**

**10a) Changes to External Funds - N/A**

**10b) Federal Funds related to COVID in FY21 and FY22 - Access to central CARES CRF (Coronavirus Relief Fund) for economic support in the provision of Youth Jobs in FY21 and FY22. During FY21 during the height of the pandemic 1,328 youth jobs were created in brand new job tracks including Blue Shirts, Peer-to-Peer, Virtual & Post Secondary & Career.**

**11) List of 5 Major Accomplishments - FY21 – See Separate Attachment (Appendix C & D)**

**12) Chief FY22 Goals, Ongoing and New Initiatives – See Separate Attachment (Appendix C & D)**

**13) Multi-year Projects or Investments, Discuss FY21 Ramp-up or Wind-down in Spending, and Future Year Plan -**

- CRM System: This is an Information Technology solution and it is intended to improve the DYEE clients experience with various youth programs. The implementation has spread over multiple years, however, DYEE is committed to the implementation given the critical needs for the Youth Employment program and other DYEE efforts.

### 13) Multi-year Projects or Investments (Continued) -

- DYEE SuccessLink Grant: Over the past 3-4 years, DYEE has held exploratory conversations about transitioning a component of the SuccessLink Employment Program to a grant partnership funded initiative. This model would essentially decentralize the summer jobs operations from being solely reliant on the city's hiring process. This would provide youth jobs grant funding to organizations — where organizations would manage the recruitment, selection, placement, hiring and payroll for youth employees. Chief Martinez and Marta Rivera have been incredibly supportive of this approach since the beginning of their time with the cabinet, to strengthen Boston summer jobs program. And it's a model used by fellow summer jobs intermediary, John Hancock MLK Scholars - which has proven to be successful. After much conversation with our Administration and Finance team, DYEE we will be moving forward with grant funds to organizations for summer 2021. This will require a new structural design for the department, who has never served in a grant funder role - and will now focus on grant stewardship, where we will need to ensure compliance and adherence of funds that are administered and focus on the assessment and evaluation of youth employment and development.
- Youth Jobs Expansion: DYEE will be expanding the number of summer youth employment opportunities from roughly 4,000 annually to 5,000.
  - The city made an investment in youth jobs during summer 2020, which allowed DYEE to provide nearly 3,800 jobs to youth and young adults.
  - This expansion also comes after the City/DYEE was called on by the City Council to provide 1,000 youth jobs during the 2020-2021 academic school year (+400 jobs increase over DYEE's standing school-year hiring goal).



**14) Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future - N/A**

**15) Departmental Financial and Personnel Resources Devoted to Language Access**

**FY21 Language Communications Access (LCA) Allocation (in ONS Budget) - \$1,000**

**Other Financial and Personnel Resources - N/A**

**16) Five Year Analysis of Full-Time Equivalents as of January 1**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 Projected</b>
FTEs	5	7	9	9	11

**17) Breakdown of Instances of Employees on Leave**

<b>Leave Type</b>	<b>FY20</b>	<b>FY21 (Through March)</b>
FMLA	-	-
Paid Administrative Leave	-	-
Unpaid Leave	-	-

**18) Five Year Analysis of the Total Number of Positions**

	<b>FY18 Adopted</b>	<b>FY19 Adopted</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>FY22 Recommended</b>
<b>Total Full-Time Positions (Permanent)</b>	8	8	9	9	11

## 19A) Breakdown of Employees by Race and Gender

*Active Employees as of April 1, 2021*

	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>% of Total</b>
<b>Black</b>	0	3	3	38%
<b>Hispanic</b>	2	1	3	38%
<b>White</b>	1	1	2	25%
<b>Total</b>	3	5	8	100%
<b>% of Total</b>	37%	63%	100%	

## 19B) Breakdown of Top Ten Dept Salaries by Race and Gender

*Active Employees as of April 1, 2021*

	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>% of Total</b>
<b>Black</b>	0	3	3	38%
<b>Hispanic</b>	2	1	3	38%
<b>White</b>	1	1	2	25%
<b>Total</b>	3	5	8	100%
<b>% of Total</b>	37%	63%	100%	

## 20) Employee Counts with Language Competency in the Volunteer Pool

Language	# of employees
Spanish	2

## 21) Five Year Overtime History

<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21 Approp</b>	<b>FY21 YTD (through March)</b>	<b>FY22 Recom</b>
\$11,345	\$16,836	\$0	\$0	\$0	\$0

**22) Amount and Justification of Any Stipends - N/A**

**23) Any Hiring Challenges Experienced This Year - N/A**

**24, 25, 26, 27) Breakdown of contracts, contracts over \$100k - See Separate Attachment (Appendix E)**



## Performance Measures

Measure	FY19 Actual	FY20 Actual	FY21 Proj	FY22 Target	Comments on Targets	Trend Narrative
% of summer youth jobs accepted	95%	90%	100%	95%	Based on current department trends.	YEE continues to see strong hiring in our summer youth jobs program.
% of school-year youth jobs accepted	100%	100%	96%	100%	Based on current department trends.	YEE continues to see strong hiring in our school-year youth jobs program.

# Department History

Personnel Services	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
51000 Permanent Employees	454,878	510,773	570,047	723,585	153,538
51100 Emergency Employees	4,707,918	5,929,968	6,461,770	10,177,559	3,715,789
51200 Overtime	16,836	-1,046	0	0	0
51600 Unemployment Compensation	5,126	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	5,184,758	6,439,695	7,031,817	10,901,144	3,869,327
Contractual Services	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
52100 Communications	6,000	0	6,580	6,580	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	0	0	1,000	1,000	0
52800 Transportation of Persons	0	-25	0	0	0
52900 Contracted Services	246,327	61,862	133,231	133,231	0
Total Contractual Services	252,327	61,837	140,811	140,811	0
Supplies & Materials	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	1,049	3,284	0	0	0
53400 Custodial Supplies	474	119	500	500	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	5,071	2,842	5,500	5,500	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	49,595	35,670	62,500	62,500	0
Total Supplies & Materials	56,189	41,915	68,500	68,500	0
Current Chgs & Oblig	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	3,783	58,725	9,900	797,996	788,096
Total Current Chgs & Oblig	3,783	58,725	9,900	797,996	788,096
Equipment	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	14,265	0	0	0	0
55900 Misc Equipment	17,212	33,361	4,500	4,500	0
Total Equipment	31,477	33,361	4,500	4,500	0
Other	FY19 Expenditure	FY20 Expenditure	FY21 Appropriation	FY22 Recommended	Inc/Dec 21 vs 22
56200 Special Appropriation	562,590	562,500	562,500	562,500	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	562,590	562,500	562,500	562,500	0
Grand Total	6,091,124	7,198,033	7,818,028	12,475,451	4,657,423

# Appendix B

City of Boston  
Summarized Appropriations by Department  
Budget Year 2021  
as of March 31, 2021

Fund	Descr	Dept	Descr	Acct	Descr	Bdgtd	Encumb	Expend	Avail	
100	General	Fund	448000	Youth Engagement & Em	51000	Permanent Employees	570,047.00	0	371,829.71	198,217.29
100	General	Fund	448000	Youth Engagement & Em	51100	Emergency Employees	6,266,364.00	0	4,672,987.43	1,593,376.57
100	General	Fund	448000	Youth Engagement & Em	52100	Telecommunications	6,580.00	0	0	6,580.00
100	General	Fund	448000	Youth Engagement & Em	52700	Repair/Service Equip	1,000.00	0	0	1,000.00
100	General	Fund	448000	Youth Engagement & Em	52800	Transportation/Travel	0	100	-150	50
100	General	Fund	448000	Youth Engagement & Em	52900	Contracted Services	323,637.00	150,564.71	84,086.58	88,985.71
100	General	Fund	448000	Youth Engagement & Em	53400	Custodial Supplies	500	0	0	500
100	General	Fund	448000	Youth Engagement & Em	53600	Office Supplies	5,500.00	0	0	5,500.00
100	General	Fund	448000	Youth Engagement & Em	53900	Misc Supplies/Materia	57,500.00	7,597.81	5,621.15	44,281.04
100	General	Fund	448000	Youth Engagement & Em	54900	Current Charges	9,900.00	635.49	8,269.59	994.92
100	General	Fund	448000	Youth Engagement & Em	55900	Equipment	14,500.00	0	4,693.33	9,806.67
100	General	Fund	448000	Youth Engagement & Em	56200	Special Appropriation	562,500.00	532,967.00	29,533.00	0
				<b>Youth Engagement &amp; Em Total</b>			<b>7,818,028</b>	<b>691,865</b>	<b>5,176,871</b>	<b>1,949,292</b>

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**Youth Employment & Development**

- Hired 3,758 youth who participated in the 2020 SuccessLink summer employment program.
  - 7,683 youth registered for the 2020 summer employment program.
  - Partnered with over 200 nonprofits, community based organizations, and City of Boston agencies to offer skill development, career exploration, and work readiness experiences to youth during the 2020 summer employment program.
  - 262 young adults (19-24 year old) hired as SuccessLink Leaders to support community organizations with program coordination and support for the SuccessLink summer jobs program.
  - 46 interns hired to serve across all DYEE programs, Employment, Career Development, and Engagement & Outreach.
- Hired 938 youth who participated in the 2020-2021 SuccessLink school-year employment program. This is a 24% increase over the 2019-2020 record number of school-year youth employees hired (755).
  - Partnered with 130 nonprofits, community based organizations, and City of Boston agencies to offer skill development, career exploration and work readiness experiences to youth during the 2020 summer employment program.
- **Record # of hires:** The # of youth hired in summer 2020 and school-year 2020-2021 sets a record for the most young people hired in the past 8 years.
- Worked with the Office of Human Resources to engage in a DYEE Process Working Group (organized and led by OHR/Deloitte as part of the HR Transformation efforts) which included DYEE, OHR, and DoIT (BAIS). The goal of the working group is to establish a documented process and end-to-end work-flow, that includes 3 primary stages of the DYEE internal process: pre-employment, employment, and post-off boarding. The OHR/Deloitte team is continuing to work to finalize the documented process.
- DYEE has restructured the SuccessLink Employment Program to include two components, with the goal of strengthening the Boston summer jobs program.
  - **SuccessLink Direct Partnership:** DYEE provides selected organizations with an allocated number of youth positions and holds the responsibility for managing and administering the hiring and payroll process for youth employees.
  - **SuccessLink Grant Partnership:** DYEE provides selected organizations with an allocated number of youth positions, where the wages for the youth employees will be funded through a grant. The partner organization holds the responsibility for managing and administering the hiring and payroll process for youth employees
  - Revised MOA: Developed a revised MOA for SuccessLink Direct and Grant Partners for the summer 2021 program.

**COVID-19 Recovery:** From the onslaught of COVID, it was imperative to find a way to engage youth during the 2020 summer and 2020-2021 school-year, especially with the restrictions and changes to the academic school year for students. The education sector had to make a dramatic shift to remote learning, which presented many challenges to engaging youth. Canceling youth jobs was not an option for the City of Boston.

Previous research led by Alicia Modestino (Northeastern University), revealed evidence that Summer Youth Employment Programs (SYEP) improve youth outcomes by: boosting employment through job readiness, raising academic achievement through aspirations, and improving behavioral outcomes through community engagement.

With that we knew the detriment we would face by not having a youth jobs program and how it would impede on the progress of these outcomes for youth.

DYEE, the City of Boston (most notably Health & Human Service Cabinet (HHS), Office of Economic Development (OED), Office of Workforce Development (OWD) and Youth Jobs Intermediaries (ABCD, Boston PIC, John Hancock MLK Scholars, YEE and YOU) rallied together to provide a pretty successful summer where collectively over 6,000 jobs were offered to young people -- which is rather impressive, considering the circumstances.

The following are some key events and accomplishments during the COVID-19 recovery process for DYEE:

- **Summer Jobs Intermediary Planning Meeting:** Beginning in April 2020, weekly meetings were convened by the City of Boston (DYEE & OED) with summer job intermediaries to discuss the current reality of COVID-19 and the impact it would have on the summer jobs programs.
  - *Questions that were considered:* How could we move forward with youth jobs within COVID restrictions? How many of our partners (nonprofit and private sector) would still have the capacity and resources to be able to commit to hosting young people for summer jobs?
- **Summer Jobs Partner Survey:** In April 2020, the City of Boston (DYEE & OED) and summer jobs intermediaries released a Summer Jobs Partner Survey to capture how the pandemic is impacting the organization's capacity to support youth summer job opportunities. The survey was intended to capture information on what organizations' plans were for summer jobs 2020 and how summer jobs intermediaries can work to collectively identify alternative strategies and plan to engage and employ Boston's youth during the summer of 2020.
  - 227 organizations responded from the private sector and nonprofit CBOs.
- **Creation of Summer Jobs Tracks:** Based on survey responses and conversations with intermediaries, there was an expected shortfall in summer job opportunities which consisted of an anticipated gap in jobs. Based on the projection, there were four tracks created with the goal of creating new job opportunities to fill the anticipated gap. The four tracks were as follows:
  - Track 1: Blue Shirts Program: youth jobs working on beautification projects across parks and public spaces.
  - Track 2: Peer -to- Peer Campaign: youth jobs working on a arts based (design, mural, youth voice, etc) public awareness campaign on COVID-19 safety.
  - Track 3: Virtual Engagement: youth jobs using remote platform and engagement in project based and experiential learning.
  - Track 4: Post-Secondary Education: youth jobs engaging in credit bearing post-secondary courses.
- **Community Listening Sessions:** The City of Boston (DYEE & OED) held community listening sessions for youth, parents and constituents interested in learning more about the City of Boston's Summer Jobs Contingency Plan.
- **City Department Webinar:** The City of Boston (DYEE & OED) held webinars sessions for City of Boston departments who were interested in learning more about the SuccessLink Summer Jobs Program and hosting youth during the summer.
- **Virtual Hiring + Payroll Process (Design + Implementation):** Due to the pandemic, DYEE had to rethink the youth hiring and payroll process that has largely been supported through in-person direct service. DYEE worked collectively with the Office of Human Resources, Auditing and Treasury departments to transition the standing youth onboarding and hiring process completely online. This allowed for accommodations for youth who were unable to access their social security cards due to SSA office closures and alternate documentation requirements to adhere to the City of Boston residency ordinance. Additionally, an online electronic timesheet process was designed to allow for youth employees to submit time virtually and have a supervisor and DYEE staff verification process. Lastly, DYEE decided in collaboration with Treasury that all youth checks would be mailed bi-weekly to the youths home address.
- **City of Boston | Youth Employment Guidance During COVID-19:** Guidelines to preparing and supporting summer youth employment opportunities in a safe and responsible manner. See guidance document [here](#).

**William T. Grant | Institutional Challenges Grant Recipient:** As a Co-PI, DYEE in partnership with Northeastern University, was announced as a recipient of the William T. Grant | Institutional Challenge Grant - to advance the work of reducing inequality among young people through the Summer Youth Employment Program (SYEP) by creating high quality workforce development experiences and preparing youth for educational and career pathways into adulthood.

The 3-year grant will allow for Northeastern University and Alicia Modestino to build a focused research agenda, to support the work of DYEE to build a more inclusive workforce development system for Boston's youth. Grant priorities include:

- Conduct long-term research about youth jobs
- Short-term rapid response data collection and analysis to inform decision to meet grant goals
- Increase coordination
- Strengthen areas that reduce inequality
- Expand opportunities for youth to engage
- Link youth to other supports and workforce pathways opportunities

**American Youth Policy Forum (AYPF):** [AYPF](#) is a national professional development organizational that provides learning opportunities for policy leaders, practitioners, and researchers working on education, youth and workforce policy at the national, state, and local levels. In partnership with Alicia Modestino of Northeastern, DYEE joined AYPF -- who has agreed to conduct a virtual study tour highlighting SYEP (featuring the impact of the Boston Summer Jobs Program). **American Youth Policy Forum (AYPF) - Virtual Study Tour: [Saving Summer Jobs: How Can Summer Youth Employment Programs Improve Youth Outcomes during COVID-19](#)**

DYEE joined a webinar with 2 SuccessLink youth jobs participants that focused on:

- Key Lesson Learned from Boston SYEP
- Provide Guidance on How cities can replicate Boston SYEP
- Elevate youth experience by conducting a fireside chat with two youth summer jobs participants about their experience.

### **Programs, Partnerships and Career Development**

**Youth Works:** Awarded \$840,443 as an annual grant recipient of the Youth Works program administered by the Massachusetts Commonwealth Corporation - designed to provide low-income teens and young adults access to employment experiences and work-readiness training. Funding is used to ensure disadvantaged youth, vulnerable youth, and youth with identified risk barriers have access to employment opportunities.

Through the YouthWorks grant YEE designed the Boss Up program and provided the following summer opportunity:

- 343 eligible youth (self-identified as YouthWorks participants) employed across over 80 Community Based Organizations (ex. Hyde Square Task Force, Madison Park Development Corporation, Uphams Corner Community Center., BCYF, IBA, New England Zoo).
- 3 Senior Career Coaches and 6 Career Development Coaches hired to implement work readiness training for youth participants. Also a YouthWorks Coordinator to manage the day to day program and YouthWorks database.
- 15-hours of Signal Success curriculum (work-readiness training) provided per YouthWorks participant. (**Wkshp Topics:** Initiative & Dependability, Effective Communication, Career Interests, Acing the Interview, Workers' Rights etc)
  - 12 hours of live instruction at 2 hours/week for 6 weeks
  - Minimum of 3 hours of modules.
  - On average youth completed 75% of the self-paced modules, which included extension

activities.

- 90 YouthWorks Strong youth participated in project based learning.
  - 69% of youth assessed in their collaboration and project management scored as (3) meeting or (4) exceeding
  - 71% of youth assessed in effective communication scored as (3) meeting or (4) exceeding
  - 66% of youth assessed in initiative, leadership and creativity scored as (3) meeting or (4) exceeding
  - 67% of youth assessed in dependability and deliverables scored as (3) meeting or (4) exceeding
- \*BOSS UP Week (detailed below)
  - Close to 100 youth in total attend, average 70 youth per day
  - Provided 25 hours of Career Development during the week
  - Connected youth to a vast network of professionals
  - 15 different guest speakers, from all different backgrounds, lines of work, walks of life, and demographics.
  - We focused on mental health during COVID, leadership skills, post secondary options, and career tracks.
  - Youth were really engaged and excited about joining this virtual conference, and partners were happy about having quality programming they could provide youth during this last week of optional employment.
- Partner with Commonwealth Corporation to provide Signal Success professional development training for 10 YEE Career Development staff in preparation for Summer 2020.
- Partnered with the John Hancock MLK Scholars program to expand access to EverFi financial literacy training using online modules.
- Partnered with Bank of America and One Love (w/ Casa Myrna) to incorporate healthy relationship training and workshops as part of the Boss Up program.

Youth Development Workshops: A series of workshops built by DYEE Career Development staff in order to provide development opportunities for the youth working at our school year SuccessLink Employment program partners. These workshops are designed to engage young people virtually and cover a number of topics intended to further develop youth's personal and professional skills. We have two series of workshops we facilitate during winter and spring of 2021:

- **Find Your Spark** series was created to allow young people to:
  - Define the concept of Spark, distinguish between a valid Spark and an invalid Spark, name three specific things that bring them joy in their lives.
  - Define hard vs. soft skills, and identify one hard and one soft skill they possess.
  - Differentiate between global, national, community, and interpersonal issues, and identify which category they most align with.
  - Name their own Spark Mission Statement, recognize their MBTI personality type, and name a potential job, career, or future state of being that connects their Spark and personality type.
- **Executive Functions** Series covers:
  - Mental Flexibility - conversation about how to be open minded about different opinions, perspectives and points of view.
  - Goal Setting - we discuss why it is important to set goals, organize priorities and develop positive habits.
  - Time Management - discuss how to manage time effectively. We brainstorm ideas for time management and learn how to use organization skills to achieve personal goals.

Practera: An experiential project based platform that connects the world of work and learning through technology. DYEE worked very closely with Northeastern University to develop the platform at a time when everything in everyday life had turned to remote/virtual learning and work.

- 125 Youth Participants from the SuccessLink employment program. 18 Career Coaches who worked closely with the youth to complete the projects.
- 23 teams worked on impactful projects they believe would help their community:
  - Democratic Engagement
  - Implicit Bias & Social Equity
  - Promoting Wellness During a Pandemic
  - Social Media Strategy
  - Community Access

YEE and Northeastern is exploring a continued partnership throughout the academic year to engage youth and CBO's using the Practera Platform.

An article was published by Northeastern about the success of our department and collaboration with Northeastern to host this program and provide summer employment to the youth of the city of Boston.

Learn & Earn Post Secondary Trac: As the world turned to remote work and learning, we collaborated with the Office of Workforce Development to create paid learning opportunities for SuccessLink youth. In partnership with many of Boston's great colleges and universities (Urban College of Boston, Bunker Hill Community College, Benjamin Franklin Institute of Technology, Roxbury Community College), SuccessLink youth were able to choose from the following courses:

- Intro to Psych
- Principles of Psychology
- Intro to Business
- Intro to Criminal Justice
- Medical Terminology
- Children's Literature
- Intro to Marketing
- Intro to Early Childhood
- Intro to Professional Communication
- Cultural Aspects of Families and Children
- Child Growth & Development
- Google IT Professional Certification Program
- Web Design
- Oral Communication
- Intro to Human Services
- Understanding Human Behavior HCP
- Intro to Sociology
- Project Management
- The Influence of Boston's Immigrants on US History
- Intro to HVAC

### **Youth Civic Engagement & Outreach**

- COVID-19 impacted young adults city-wide and the outreach and communication team focused on curating content to reach, support and engage young adults who were navigating learning and staying at home. This team created 18 social media campaigns designed to inform, upskill and guide young adults during the pandemic. The following campaigns were published:



- SuccessLink social media campaigns and videos were created to support young adults with virtual onboarding.
- YOUth First social media campaigns were created to promote youth and parent virtual at-home learning guides and virtual learning databases.
- Mayor's Youth Council video campaigns were created to urge young adults to stay at home and to promote civic engagement.
- Youth Lead the Change social media campaigns were created to promote recently implemented YLC projects.
- Translated all department program flyers in 5 languages and virtually outreached to Haitian, Cape Verdean, Vitenamese, Latino and Chinese communities to promote and connect residents with department services.
- Added multiple new pages to the department website to reflect COVID-19 developments, new program updates and youth and parent centered resources.
- In a time where young adults have had limited opportunities to engage with the community, we prioritized hosting our annual Dream Chasers showcase virtually. Each year during Black History Month, we organize a space for youth to share their voices and hear from community leaders who are chasing their dreams. Over 150 community members attended the showcase which featured youth performances focused on social justice, race and cultural identity and a panel of community leaders of color.
- Revamped SuccessLink webpage to reflect the new SuccessLink Direct and Grant Partnership opportunities.

#### Mayor's Youth Council | Youth Lead the Change

- Converted the Mayor's Youth Council (MYC) to a virtual youth civic engagement program for 2020-2021.
- Virtually interviewed 86 applicants for MYC 2020-2021.
- Recruited and engaged 84 high school aged youth to serve as ambassadors for the 2020-2021 Mayor's Youth Council.
- Developed a National Guide on how to create a Youth Council to serve as a resource for other communities seeking to increase youth civic engagement.
- Created a youth guide for conducting interviews online.
- Facilitated the development of 8 youth-led impact projects aligned with each committee's advocacy focus (Education, Arts & Culture, Public Peace, Workforce and Economic Development, Civic Engagement and Climate Action, Civic Engagement, Public Health).
- Supported the implementation phase of youth-driven projects city-wide through Youth Lead the Change (YLC).

#### Youth Lead the Change

Back in fiscal year 2020 - the YLC Program was re-designed into a two year program (Year 1: Project Development and Voting | Year 2: Project Implementation) to increase program awareness, engagement and project implementation. The two-year program was also designed to better align with the City of Boston capital budget process and timeline. For fiscal year 2021, DYEE experienced the following improvement as a result of the new two year model.

- YLC began its first implementation year. This year, youth leaders focused on developing previous and recent projects.
- Implemented the YLC Green Street Project, which added and replaced over 100 trash cans and recycle barrels city-wide.
- Implemented Solar Benches Project, which will add over 30 solar charging benches city-wide.
- Created a National Guide for external stakeholders to support in establishing youth lead city and state funded participatory programs.

#### MBTA Youth Pass

- Became the first MBTA Youth Pass program in Massachusetts to shift to a virtual model to continue to provide youth with access to affordable transportation during the COVID-19 pandemic.
- Partnered with the MBTA to provide the program eligibility list in 7 different languages; Cantonese, Cape Verdean, English, Haitian Creole, Mandarin, Spanish. Redesigned the program enrollment process to improve convenience and efficiency for applicants.
- Trained additional staff to support the enrollment process.
- Developed a comprehensive overview of the program enrollment process for the department website to guide youth through their application.
- Expanded outreach and engagement of the MBTA Youth Pass program to reach more eligible participants across Boston. In light of COVID-19, outreach was focused on identifying and connecting with essential businesses and organizations which employ eligible youth. In-person visits were made to 86 businesses who may have youth hired as essential workers that were eligible for the program.
- Conducted strategic outreach to community partners with serving potentially eligible youth. Organizations included:
  - Action for Boston Community Development (ABCD)
  - Home for Little Wanderers
  - Bridge Over Troubled Waters
  - Community Action Programs Inter-City Inc. (CAPIC)
  - Home for Little Wanderers
  - Just A Start
  - Massachusetts Department of Transitional Assistance (DTA)
  - Massachusetts Department of Higher Education (DHE)
  - Massachusetts Department of Housing and Community Development (DHCD)
  - Pine St. Inn
  - Action for Boston Community Development
  - Boston Public Schools
  - Freedom House
  - Julie's Family Learning Program
  - JVS-Boston
  - Madison Park Development Corp
  - Notre Dame Education Center
  - Action for Boston Community Development (ABCD)
  - Asian American Civic Association
  - Benjamin Franklin Institute of Technology (BFIT)
  - Boston Private Industry Council
  - Building Pathways
  - Teen Empowerment Boston
  - Digital Ready
  - ROCA
  - Year Up
  - Sociedad Latina
  - Youth Options Unlimited
- Designed and conducted two virtual information sessions for youth to learn about the program.
- Enrolled 1,422 eligible participants in FY21 to accessible and affordable transit through the subsidized pass purchase.
  - 95.7% were enrolled in state and federal programs
  - 1.7% were enrolled in workforce development programs

- Boston young adults and parents were tasked with adjusting to learning and working from home. To support Boston youth and parents, we researched and developed guides to support both youth and parents with transitioning and managing COVID-19.
- Created and published a database with 236 Virtual Learning Programs.
- Volunteered with the Mayor's Office of Food Access to promote 70 of the Mayors free meal site programs.
- Created Youth Activity Stay At Home Guide to engage young adults with stay at home activities.
- Expanded YOUth First Database to include emergency services, virtual resources, IEP programs and GED Programs.
- Served 96 young people, ages 15-24, seeking information on community resources. During the COVID-19 pandemic, the resources sought have been focused on housing, including youth homelessness and emergency shelter.

# Department of Youth Engagement and Employment

## FY 22 Goals and Initiatives

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### Department Goals

The department aims to respond and improve internal core areas to solve issues related to systems, people development, structure and metrics.

Strategic: We will focus on becoming an organization that maximizes its external impact while focusing on internal effectiveness and efficiencies.

Operational: We will do this by addressing our internal systems, clarifying roles and responsibilities, and enhancing training and development for YEE staff, and looking for ways to secure and maximize additional space.

Financial: We will do this by evaluating and optimizing our current budget and securing additional funding as needed.

See below objectives and deliverables for each internal core focus area.

<b>Internal Systems</b>	<b>Core Issue:</b> Systems
<p><u>Objective</u> Increase team collaboration and overall work effectiveness by implementing systems that foster communication, transparency, and productivity.</p> <p><u>Deliverables</u></p> <ol style="list-style-type: none"> <li>1. Identify and invest in a department wide productivity management system.</li> <li>2. Identify and invest in a CRM system.</li> <li>3. Develop a SOW for system transition to BPDA in order to centralize youth hiring and payroll process.</li> </ol>	
<b>Training and Development</b>	<b>Core Issue:</b> People Development
<p><u>Objective</u> Provide individual and external constituent development, to promote growth and advancement by enhancing knowledge and closing performance gaps.</p> <p><u>Deliverables</u></p> <ol style="list-style-type: none"> <li>1. Design orientation and onboarding process for partners, staff, and youth.</li> <li>2. Identify and secure tools required to create performance management plans for all full-time employees and intern staff to improve workplace effectiveness.</li> <li>3. Restructure department internship program to ensure enhanced quality around professional development, mentorship and career pathway training.</li> <li>4. Design workforce development management training for partner organizations and workforce development career readiness training and certification initiative for youth.</li> </ol>	
<b>Organizational Structure</b>	<b>Core Issue:</b> Structure
<p><u>Objective</u> Assess and optimize individual and collective organizational roles, responsibilities, and operational structure.</p> <p><u>Deliverables</u></p> <ol style="list-style-type: none"> <li>1. Develop an internal operational handbook.</li> </ol>	

2. Assess program capacity and role alignment in order to revise and define roles, responsibilities, and relational coordination.
3. Explore funding opportunities and feasibility capacity for dedicated youth space.

**Evaluate Impact**

**Core Issue:** Metrics

Objective

Assess and optimize individual and collective organizational roles, responsibilities, and operational structure.

Deliverables

1. Identify and apply optimal data collection system
2. Designate a key staff person to manage data analysis and reporting
3. Prioritize and identify key program specific metrics and measure engagement
4. Generate annual report and communicate quarterly impact through department one-pagers

**Youth Employment & Development**

- Hire nearly 5,000 youth during the summer of 2021 and 2021-2022 school-year program to engage in meaningful and intentional employment opportunities across over 200 nonprofit organizations in Boston.
- During the summer of 2021, DYEE will look to administer funding for the SuccessLink Youth Employment program in two primary partnership formats: **(1) City of Boston SuccessLink Direct Partnership (2) City of Boston SuccessLink Grant Partnership** (mentioned above).
- Dreamers Fellowship: In continued partnership with MOIA, DYEE will look to incorporate the Dreamers Fellowship as a standing youth leadership and development program for summer 2021.

**Programs, Partnerships and Career Development**

- Continue conversations with S.O.A.R. Boston to redesign and restructure workforce readiness programming for opportunity youth and young adults who are experiencing court involvement, gang involvement, and other vulnerable risk barriers.
- Continue the effort to improve and provide access to workforce development and training opportunities for youth across the City of Boston.
  - Continue efforts to design a comprehensive youth career development strategy to ensure every young person who is a youth jobs participant also has the same opportunity to develop the skills necessary to be prepared for college and future career opportunities.
  - Continue to expand on the drop-in career development workshops to young people across Boston to improve youth skill development on a consistent basis.
- Start a conversation about what mentoring and case management for youth in Boston could look like at YEE.
- Implement the changes made to the Department Internship Program and the SuccessLink Leader program (19-24 year old) - where training and support is provided to ensure job experience aligns with career interest and employees are receiving the development necessary to help with their transition into entry-level or pathways employment opportunities with organizations like Year Up.
- Youth Works: Continue to monitor the restructuring of the YouthWorks Program and Signal Success curriculum delivery strategy - which targets young people who meet risk barriers identified by the Massachusetts Commonwealth Corporation.
  - During the summer of 2021, YEE will target 400 youth who will participate as part of the Youth Works component of the program.

- We will work directly with our close to 200 partner organizations who have self-identified as having the capacity to provide support to risk-barriered youth and end up employing youth who self-identify as experiencing homelessness, being a runaway; experienced being in foster care; or experienced being court or gang involved, DYS-committed or having experienced juvenile arrest or probation.
- We will provide 15-hours of Signal Success career development to youth who identify as experiencing poor academic performance, being the child of a single parent, having a disability or special needs, lack of fluency in English or being a foreign immigrant, or being a teen parent.
- **Career Advisor Project:** Launch the Career Advisor Project (CAP) in partnership with BCYF. The Career Advisor Project would aim to serve as a field site of the Department of Youth Engagement & Employment - where trained young adult staff (age 19-24) would be hired as Career Advisors (CAs) to mobilize services around employment and workforce development. CAs would help youth develop their resumes, portfolios, mock interview skills, ability to find and apply to jobs, and improve executive function abilities. The Career Advisors will be trained in workshop facilitation and one on one career and college coaching. YEE will work with BCYF leadership to identify community centers around Boston that best fit the criteria for the CAP (Career Advisor Project).  
The services are intended to be offered in a setting where high school youth frequent. Further adding value to programs and services already being offered to the youth and young adult populations within BCYF Community Centers.
- Launch the **Opportunity Management Training Pilot Program** in partnership with Year up and Grads of Life. This program will provide training for staff at 25 SuccessLink partner organizations who manage or supervise SuccessLink youth employees. We plan to launch this pilot in the summer of 2020. It is important for YEEs to build the capacity of partner organizations by offering meaningful and intentional professional development opportunities.
- **JP Morgan Chase Financial Literacy Partnership:** Build on a new partnership with JP Morgan Chase and Money Experience to launch a Financial Literacy Program for 15-18 year old SuccessLink employees. Money Experience is an online life simulation which allows participants to make life and financial choices from the moment they graduate high school to the day they retire. Youth will meet weekly and complete the Money Experience program with a JP Morgan Financial expert to provide guidance and answer questions. This will ensure that the participants will have access to knowledge and expertise to help guide their personal, career and financial decisions.
- Recent events have forced YEE to think creatively about how to provide an online experience for the youth of Boston. YEE will continue to create an online virtual space for young people to be connected to career & college resources and opportunities to gain skills and access to other programs. This will ensure that even in the face of changing challenges, the youth in Boston will have virtual resources to access remotely.

### **Youth Civic Engagement & Outreach**

Due to the impact of COVID-19, YEE has had to adjust its engagement & outreach goals. We shifted our goals to virtually engage young adults, and the community-at-large. The below goals are tentative and our subject to adjust to meet COVID-19 public health and safety guidelines.

- Continue plans to build out and host a SuccessLink Employment Program Appreciation event to recognize strong employment community partners and to acknowledge notable young people who have demonstrated their ability to impact the work of the organization they were employed at and exemplified positive gains as a youth employee.
- **YOUth First-** Partner with youth-serving organizations to raise awareness about YOUth First Resources city-wide and partner with BPS to offer this service to support BPS students.
  - Market YOUth First as an active resource for youth and families

- Increase outreach to community based organizations to offer support as to how to use YOUth first programming and resources as a tool
- Build out a youth development expertise database, helping to gather information on experts and resources in
  - Mental Health
  - Career Development
  - Public Safety
- 
- **Youth Civic Engagement** - Launch the Boston Youth Civic Academy (BYCA). This 8-week summer civic engagement cohort/program will connect youth leaders with civic engagement initiatives, elected officials, leadership development workshops, grassroots organizing training, tours of city, state and federal buildings, panelist discussions to support them developing a deeper understanding of Boston's government.
  - The Boston Youth Civic Academy (BYCA) will connect school year disengaged youth who've shown an interest in serving as agents of social change and require additional training in advocacy and government systems. Although the Mayor Youth Council and few other school year civic engagement programs exist, the Boston Youth Civic Academy will be an extraordinary opportunity for Boston's youth to expand their intellectual acuity in relation to the legislative processes.
- **Outreach** - Continue to work to develop, implement and manage a virtual outreach and engagement strategy that will examine youth opportunities, expand awareness and access to the department's services.
  - Increase opportunities to amplify opportunities that exist in the community and with our partners
  - Continue to increase partnerships in order to connect young people with more opportunities
- **Communication** - Continue to create and maintain communication strategies using web based digital marketing, social media and prepare presentations and proposals.
  - Streamline communication efforts for SuccessLink partners
  - Increase the reach of the newsletters and communications that target youth, parents and partners
- **Marketing** - Continue to create innovative marketing strategies to attract new partners and young adults. Focus on strategies that advance the general public knowledge of department goals by crafting campaigns that specifically target students, parents and partners separately.
- **Partnership Engagement** - Continue to enhance partnership engagement by evaluating department and community based organizations program impact through and hosting annual events. These events will communicate department impact on youth and community based organizations by illustrating the value of youth workforce development in the City of Boston.

#### Mayor's Youth Council | Youth Lead the Change

- Continue to build on the restructured model of the Mayor's Youth Council to include a strategy to involve youth voice in policy recommendations to the City of Boston.
  - MYC will also plan to launch youth-led neighborhood associated meetings to elevate youth voice in community and neighborhood decisions and recommendations.
- Create and maintain an active policy list where the MYC can review and make recommendations to the Mayor's office
- Increase creative engagement and recruitment strategies to ensure that the MYC is a representative body of young people from all over the city

- Expand the implementation of the Participatory Budgeting | Youth Lead the Change citywide process to allow for smarter management in curating projects and allowing time for proper implementation. Manage project development by expanding the programs initiative through increasing outreach campaigns.
  - Complete an evaluation of the 2 year structure
- Continue to explore aligning YLC processes with Boston Public Schools (BPS) civic education efforts.
- Utilize neighborhood meetings, CBO info sessions and school based meetings to gather ideas that best support the needs and challenges of youth in Boston
- Host Vote Fest 2022, teaching young people about the civic process and eventually determining the 3 capital projects to bring forward into the following year of implementation
- Continue to research the opportunity of reallocating capital projects to build a new youth centered resource center
  - Complete feasibility analysis of this capital project including looking into potential land to build on

#### MBTA YouthPass

- Manage the ongoing enrollment and re-enrollment process for young people who qualify for the MBTA Youth Pass
- Continue to implement both virtual and in-person enrollment options, helping to increase access to this resource
- Continue to research the possibility of Pell Grant qualification being a qualifying factor for the MBTA YouthPass
- Continue to build partnerships that would allow for on the spot enrollment sessions at colleges & universities, as well as community centers

#### Programs, Partnerships and Career Development

- Continue conversations with S.O.A.R. Boston to redesign and restructure workforce readiness programming for opportunity youth and young adults who are experiencing court involvement, gang involvement, and other vulnerable risk barriers.
- Continue the effort to improve and provide access to workforce development and training opportunities for youth across the City of Boston.
  - Continue efforts to design a comprehensive youth career development strategy to ensure every young person who is a youth jobs participant also has the same opportunity to develop the skills necessary to be prepared for college and future career opportunities.
  - Continue to expand on the drop-in career development workshops to young people across Boston to improve youth skill development on a consistent basis.
- Start a conversation about what mentoring and case management for youth in Boston could look like at YEE.
- Implement the changes made to the Department Internship Program and the SuccessLink Leader program (19-24 year old) - where training and support is provided to ensure job experience aligns with career interest and employees are receiving the development necessary to help with their transition into entry-level or pathways employment opportunities with organizations like Year Up.
- Youth Works: Continue to monitor the restructuring of the YouthWorks Program and Signal Success curriculum delivery strategy - which targets young people who meet risk barriers identified by the Massachusetts Commonwealth Corporation.
  - During the summer of 2021, YEE will target 400 youth who will participate as part of the Youth Works component of the program.
  - We will work directly with our close to 200 partner organizations who have self-identified as having the capacity to provide support to risk-barriered youth and end up employing youth who self-identify as experiencing homelessness, being a runaway; experienced being in foster care; or



experienced being court or gang involved, DYS-committed or having experienced juvenile arrest or probation.

- We will provide 15-hours of Signal Success career development to youth who identify as experiencing poor academic performance, being the child of a single parent, having a disability or special needs, lack of fluency in English or being a foreign immigrant, or being a teen parent.
- **Career Advisor Project:** Launch the Career Advisor Project (CAP) in partnership with BCYF. The Career Advisor Project would aim to serve as a field site of the Department of Youth Engagement & Employment - where trained young adult staff (age 19-24) would be hired as Career Advisors (CAs) to mobilize services around employment and workforce development. CAs would help youth develop their resumes, portfolios, mock interview skills, ability to find and apply to jobs, and improve executive function abilities. The Career Advisors will be trained in workshop facilitation and one on one career and college coaching. YEE will work with BCYF leadership to identify community centers around Boston that best fit the criteria for the CAP (Career Advisor Project).  
The services are intended to be offered in a setting where high school youth frequent. Further adding value to programs and services already being offered to the youth and young adult populations within BCYF Community Centers.
- **Opportunity Manager Training Program | Grad of Life:** The City of Boston DYEE has invested in a training and development partnership with Grads of Life through Year Up for our SuccessLink Partners. We will pilot an online **Opportunity Manager Training program** - designed to give managers and supervisors working with youth (specifically opportunity youth) key tools to build their managerial talent and leadership around engagement, equity and creating successful work environments for youth. (*Some topics to be covered are as follows*):
  - The Impact of a Great Manager
  - Relationships Are the Foundation
  - High Support (Because Life Happens)
  - Best Practices for Managing Opportunity Youth Remotely
  - Fueling Performance through Check-In

This program will provide training for staff at 25 SuccessLink partner organizations who manage or supervise SuccessLink youth employees and DYEE will be launching this pilot in the summer of 2021. It is important for DYEE to build the capacity of partner organizations by offering meaningful and intentional professional development opportunities.

- **JP Morgan Chase Financial Literacy Partnership:** Build on a new partnership with JP Morgan Chase and Money Experience to launch a Financial Literacy Program for 15-18 year old SuccessLink employees. Money Experience is an online life simulation which allows participants to make life and financial choices from the moment they graduate high school to the day they retire. Youth will meet weekly and complete the Money Experience program with a JP Morgan Financial expert to provide guidance and answer questions. This will ensure that the participants will have access to knowledge and expertise to help guide their personal, career and financial decisions.
- Recent events have forced YEE to think creatively about how to provide an online experience for the youth of Boston. YEE will continue to create an online virtual space for young people to be connected to career & college resources and opportunities to gain skills and access to other programs. This will ensure that even in the face of changing challenges, the youth in Boston will have virtual resources to access remotely.

# Appendix E

## Appendix E 24) YEE Contracts

Vendor Name	Contract Description	Begin Dt	Expire Dt	Max. Amt	Vendor City
Carahsoft Technology Corp.	DocuSign Software	6/22/2020	6/30/2021	35,965	Reston

**Appendix E 25) YEE Certified Contracts**

Vendor Name	Contract Description	Max Amt	Minority	Vendor City
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**Appendix E 26) Any Barriers to Contract Diversity**

The department remains committed to following all applicable procurement laws, while working closely with the Office of Economic Development to identify diverse vendors.

Appendix E 27) YEE Contracts >\$100k

Vendor Name	Begin Dt	Expire Dt	Max. Amt	Narrative Section
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